



**REPUBLIC OF KENYA**

**NATIONAL OCCUPATIONAL STANDARDS**

**FOR**

**HUMAN RESOURCE MANAGER**

**LEVEL 6**



**TVET CDACC**  
**P.O. BOX 15745-00100**  
**NAIROBI**

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## **FOREWORD**

The provision of quality education and training is fundamental to the Government's overall strategy for social economic development. Quality education and training will contribute to achievement of Kenya's development blueprint, Vision 2030 and sustainable development goals.

Reforms in the education sector are necessary for the achievement of Kenya Vision 2030 and meeting the provisions of the Constitution of Kenya 2010. The education sector had to be aligned in the Constitution of Kenya 2010 and this resulted to the formulation of the Policy Framework for Reforming Education and Training (Sessional Paper No. 4 of 2016). A key feature of this policy is the radical change in the design and delivery of the TVET training. This policy document requires that training in TVET be competency based, curriculum development be industry led, certification be based on demonstration of competence and mode of delivery allows for multiple entry and exit in TVET programmes.

These reforms demand that Industry takes a leading role in curriculum development to ensure the curriculum addresses its competence needs. It is against this background that these Occupational Standards were developed for the purpose of developing a competency-based curriculum for Human Resource Management. These Occupational Standards will also be the basis for assessment of an individual for competence certification.

It is my conviction that these Occupational Standards will play a great role towards development of competent human resource for the all the sectors growth and sustainable development.

**PRINCIPAL SECRETARY, VOCATIONAL AND TECHNICAL TRAINING  
MINISTRY OF EDUCATION**

## **PREFACE**

Kenya Vision 2030 aims to transform the country into a newly industrializing, “middle-income country providing a high-quality life to all its citizens by the year 2030”. Kenya intends to create a globally competitive and adaptive human resource base to meet the requirements of a rapidly industrializing economy through life-long education and training. TVET has a responsibility of facilitating the process of inculcating knowledge, skills and attitudes necessary for catapulting the nation to a globally competitive country, hence the paradigm shift to embrace Competency Based Education and Training (CBET).

The Technical and Vocational Education and Training Act No. 29 of 2013 and Sessional Paper No. 4 of 2012 on Reforming Education and Training in Kenya, emphasized the need to reform curriculum development, assessment and certification. This called for a shift to CBET in order to address the mismatch between skills acquired through training and skills needed by industry as well as increase the global competitiveness of Kenyan labour force.

The TVET Curriculum Development, Assessment and Certification Council (TVET CDACC), in conjunction with Human Resource Management Sector Skills Advisory Committee (SSAC), have developed these Occupational Standards for Human Resource Manager. These standards will be the basis for development of competency-based curriculum for Human Resource Management Level 6.

The occupational standards are designed and organized with clear performance criteria for each element of a unit of competency. These standards also outline the required knowledge and skills as well as evidence guide.

I am grateful to the Council Members, Council Secretariat, HRM SSAC, expert workers and all those who participated in the development of these occupational standards.

**CHAIRPERSON,  
TVET CDACC**

## **ACKNOWLEDGMENT**

These Occupational Standards were developed through combined effort of various stakeholders from private and public organizations. I am thankful to the management of these organizations for allowing their staff to participate in this course. I wish to acknowledge the invaluable contribution of industry players who provided inputs towards the development of these Standards.

I thank TVET Curriculum Development, Assessment and Certification Council (TVET CDACC) for providing guidance on the development of these Standards. My gratitude goes to Human Resource Management Sector Skills Advisory Committee (SSAC) members for their contribution to the development of these Standards. I thank all the individuals and organizations who participated in the validation of these Standards.

I acknowledge all other institutions which in one way or another contributed to the development of these Standards.

## **CHAIRPERSON**

**HUMAN RESOURCE MANAGEMENT, SECTOR SKILLS ADVISORY COMMITTEE**

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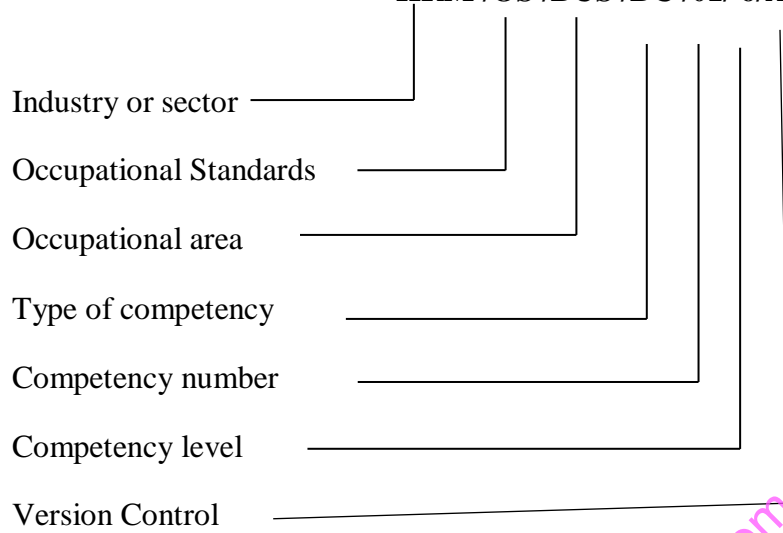
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## ACRONYMS AND ABBREVIATIONS

BC	Basic Competency
CR	Core Competency
BUS	Business
HRM	Human Resource Management
ICT	Information Communication Technology
MoE	Ministry of Education
OS	Occupational Standards
OSH	Occupation Safety and Health
OSHA	Occupation Safety and Health Act
OSHS	Occupational Safety and Health Standards
SSAC	Sector Skills Advisory Committee
TVET	Technical and Vocational Education and Training
TVET CDACC	TVET Curriculum Development Assessment and Certification Council

**KEY TO UNIT CODE**

**HRM /OS /BUS /BC /01/ 6/A**



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## QUALIFICATION

This course is designed to equip individuals with competencies for Management of Human Resource. The Qualification consists of competencies that a person must achieve to plan, manage and evaluate delivery of human resource services, integrating business ethics, coordinating a range of human resource services within an organization's and acceptable Standard Operation Procedures (SOPs). Initiating employee resourcing, coordinating performance management, learning and development, Preparing human resource budgets, undertaking business communication, managing employee relations and rewards, coordinating organizational development, enforcing compliance with legislations, managing human resource information system (HRIS) and undertaking employee separation

The Units of Competency comprising this qualification include the following:

### Basic units of competency

UNIT CODE	Unit Title
HRM/OS/BUS/BC/01/6/A	Demonstrate Communication skills
HRM/OS/BUS/BC/02/6/A	Demonstrate Numeracy skills
HRM/OS/BUS/BC/03/6/A	Demonstrate Digital literacy
HRM/OS/BUS/BC/04/6/A	Demonstrate Entrepreneurial skills
HRM/OS/BUS/BC/05/6/A	Demonstrate Employability skills
HRM/OS/BUS/BC/06/6/A	Demonstrate Environmental literacy
HRM/OS/BUS/BC/07/6/A	Demonstrate Occupational safety and health practices

### Common units of competency

UNIT CODE	Unit Title
HRM/OS/BUS/CC/01/6/A	Demonstrate management of human resources
HRM/OS/BUS/CC/02/6/A	Manage organization behaviour

### Core units of competency

UNIT CODE	Name of unit of competency
HRM/OS/BUS/CC/01/6/A	Initiate employee resourcing
HRM/OS/BUS/CC/02/6/A	Coordinate performance management
HRM/OS/BUS/CC/03/6/A	Coordinate learning and development
HRM/OS/BUS/CC/04/6/A	Prepare human resource budgets
HRM/OS/BUS/CC/05/6/A	Undertake business communication

HRM/OS/BUS/CC/06/6/A	Manage employee relations
HRM/OS/BUS/CC/07/6/A	Manage employee rewards
HRM/OS/BUS/CC/08/6/A	Coordinate organizational development
HRM/OS/BUS/CC/09/6/A	Enforce compliance with legislations
HRM/OS/BUS/CC/010/6/A	Manage human resource information system (HRIS)
HRM/OS/BUS/CC/011/6/A	Undertake employee separation

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**BASIC UNITS OF COMPETENCIES**

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## DEMONSTRATE COMMUNICATION SKILLS

**UNIT CODE:** HRM/OS/BUS/BC/01/6/A

### UNIT DESCRIPTION

This unit covers the competencies required to demonstrate communication skills. It involves meeting communication needs of clients and colleagues, developing communication strategies, establishing and maintaining communication pathways, conducting interviews, facilitating group discussion and representing the organization.

### ELEMENTS AND PERFORMANCE CRITERIA

<b>ELEMENT</b>	<b>PERFORMANCE CRITERIA</b>
These describe the key outcomes which make up workplace function	These are assessable statements which specify the required level of performance for each of the elements. <i><b>Bold and italicized terms are elaborated in the Range</b></i>
1. Meet communication needs of clients and colleagues	1.1 Specific communication needs of clients and colleagues are identified and met based on workplace requirements 1.2 Different communication approaches are identified and applied according to clients' needs 1.3 Conflict is identified and addressed as per the standards of the organization
2. Develop communication strategies	2.1 Strategies for effective internal and external dissemination of information are developed as per organization's requirements 2.2 Special communication needs are considered in developing strategies according workplace procedures 2.3 <i><b>Communication strategies</b></i> are analyzed, evaluated and revised based the workplace needs
3. Establish and maintain communication pathways	3.1 Pathways of communication are established as per organization policy

	3.2 Pathways are maintained and reviewed according to organization procedures
4. Promote use of communication strategies	<p>4.1 Information is provided to all areas of the organization as per strategy requirements</p> <p>4.2 Effective communication techniques are articulated and modeled according work requirements</p> <p>4.3 Personnel are given guidance about adapting communication strategies as per organization procedures</p>
5. Conduct interview	<p>5.1 A range of appropriate communication strategies are employed in <i>interview situations</i> based on the workplace requirements</p> <p>5.2 Records of interviews are made and maintained in accordance with organizational procedures</p> <p>5.3 Effective questioning, listening and nonverbal communication techniques are used as per needs</p>
6. Facilitate group discussion	<p>6.1 Mechanisms to enhance <i>effective group interaction</i> are identified and implemented according to workplace requirements</p> <p>6.2 Strategies to encourage group participation are identified and used as per organizations' procedures</p> <p>6.3 Meetings objectives and agenda are set and followed based on workplace requirements</p> <p>6.4 Relevant information is provided and feedback obtained according to set protocols</p> <p>6.5 Evaluation of group communication strategies is undertaken in accordance with workplace guidelines</p> <p>6.6 Specific communication needs of individuals are identified and addressed as per individual needs</p>
7. Represent the organization	<p>5.1 7Relevant presentation are researched and presented based on internal or external communication forums requirements</p> <p>5.2 Presentation is delivered in a clear and sequential manner as per the predetermined time</p> <p>5.3 Presentation is made as per appropriate media</p> <p>5.4 Difference views are respected based on workplace procedures</p>

	5.5 Written communication is done as per organizational standards 5.6 Inquiries are responded according to organizational standard
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## RANGE

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

Variable	Range
1. Communication strategies may include but not limited to:	<ul style="list-style-type: none"> <li>• Language switch</li> <li>• Comprehension check</li> <li>• Repetition</li> <li>• Asking confirmation</li> <li>• Paraphrase</li> <li>• Clarification request</li> <li>• Translation</li> <li>• Restructuring</li> <li>• Approximation</li> <li>• Generalization</li> </ul>
2. Effective group interaction may include but not limited to:	<ul style="list-style-type: none"> <li>• Identifying and evaluating what is occurring within an interaction in a nonjudgmental way</li> <li>• Using active listening</li> <li>• Making decision about appropriate words, behavior</li> <li>• Putting together response which is culturally appropriate</li> <li>• Expressing an individual perspective</li> <li>• Expressing own philosophy, ideology and background and exploring impact with relevance to communication</li> </ul>
3. Situations may include but not limited to:	<ul style="list-style-type: none"> <li>• Establishing rapport</li> </ul>

	<ul style="list-style-type: none"> <li>• Eliciting facts and information</li> <li>• Facilitating resolution of issues</li> <li>• Developing action plans</li> <li>• Diffusing potentially difficult situations</li> </ul>
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## REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

### Required Skills

The individual needs to demonstrate the following skills:

- Communication
- Active listening
- Interpretation
- Negotiation
- Writing

### Required Knowledge

The individual needs to demonstrate knowledge of:

- Communication process
- Dynamics of groups
- Styles of group leadership
- Key elements of communications strategy

## EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical aspects of Competency	<p>Assessment requires evidence that the candidate:</p> <p>1.1 Developed communication strategies to meet the organization requirements and applied in the workplace</p> <p>1.2 Established and maintained communication pathways for effective communication in the workplace</p> <p>1.3 Used communication strategies involving exchanges of complex oral information</p>
2. Resource Implications	<p>The following resources should be provided:</p>

	<p>2.1 Access to relevant workplace or appropriately simulated environment where assessment can take place</p> <p>2.2 Materials relevant to the proposed activity or tasks</p>
3. Methods of Assessment	<p>Competency in this unit may be assessed through:</p> <p>3.1 Direct observation</p> <p>3.2 Oral questioning</p> <p>3.3 Written texts</p>
4. Context of Assessment	<p>Competency may be assessed:</p> <p>4.1 On-the-job</p> <p>4.2 Off-the –job</p> <p>4.3 During Industrial attachment</p>
5. Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.</p>

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## DEMONSTRATE NUMERACY SKILLS

**UNIT CODE:** HRM/OS/BUS/BC/02/6/A

### UNIT DESCRIPTION

This unit describes the competencies required to demonstrate numeracy skills. It involves; applying a wide range of mathematical calculations for work; applying ratios, rates and proportions to solve problems; estimating, measuring and calculating measurement for work; using detailed maps to plan travel routes for work; using geometry to draw and construct 2D and 3D shapes for work; collecting, organizing and interpreting statistical data; using routine formula and algebraic expressions for work and using common functions of a scientific calculator.

### ELEMENTS AND PERFORMANCE CRITERIA

<b>ELEMENT</b>	<b>PERFORMANCE CRITERIA</b>
These describe the key outcomes which make up workplace function.	These are assessable statements which specify the required level of performance for each of the elements. <i><b>Bold and italicized terms are elaborated in the Range.</b></i>
1. Apply a wide range of mathematical calculations for work	1.1 Mathematical information embedded in a range of workplace tasks and texts is extracted as per workplace procedures. 1.2 Mathematical information is interpreted and comprehended as per job specifications 1.3 A range of mathematical and problem solving processes are selected and used as per job specification 1.4 Different forms of fractions, decimals and percentages are flexibly used as per SOPs 1.5 Calculation performed with positive and negative numbers as per SOPs 1.6 Numbers are expressed as powers and roots and are used in calculations as per SOPs 1.7 Calculations done using routine formulas as per SOPs 1.8 Estimation and assessment processes are used to check outcome as per workplace procedures 1.9 Mathematical language is used to discuss and explain the processes, results and implications of the task as per workplace procedures
2. Use and apply ratios, rates and	2.1 Information regarding ratios, rates and proportions extracted from a range of workplace tasks and texts as per SOPs

<p>proportions for work</p>	<p>2.2 Mathematical information related to ratios, rate and proportions is analysed as per SOPs</p> <p>2.3 Problem solving processes are used to undertake the task as per workplace procedures</p> <p>2.4 Equivalent ratios and rates are simplified as per SOPs</p> <p>2.5 Quantities are calculated using ratios, rates and proportions as per SOPs</p> <p>2.6 Graphs, charts or tables are constructed to represent ratios, rates and proportions as per SOPs</p> <p>2.7 The outcomes reviewed and checked as per job specifications</p> <p>2.8 Information is record using mathematical language and symbols as per workplace procedures</p>
<p>3. Estimate, measure and calculate measurement for work</p>	<p>3.1 Measurement information embedded in workplace texts and tasks are extracted and interpreted as per job specifications</p> <p>3.2 Appropriate workplace measuring equipment are identified and selected as per job specifications</p> <p>3.3 Accurate measurements are estimated and made as per SOPs</p> <p>3.4 The area of <b>2D shapes</b> including compound shapes are calculated as per SOPs</p> <p>3.5 The volume of 3D shapes is calculated using relevant formulas as per SOPs</p> <p>3.6 Sides of right angled triangles are calculated using Pythagoras' theorem as per SOPs</p> <p>3.7 conversions are perform between units of measurement as per job specification</p> <p>3.8 Problem solving processes are used to undertake the task as per workplace Procedures</p> <p>3.9 The measurement outcomes are reviewed and checked as per workplace procedures</p> <p>3.10 Information is recorded using mathematical language and symbols appropriate for the task as per workplace procedures</p>
<p>4. Use detailed maps to plan travel routes for work</p>	<p>4.1 Different types of maps are identified and interpreted as per job requirements</p> <p>4.2 Key features of maps are identified as per job requirements</p>

	<p>4.3 Scales are identified and interpreted as per job requirements</p> <p>4.4 Scales are applied to calculate actual distances</p> <p>4.5 Positions or locations are determined using directional information as per job requirements</p> <p>4.6 Routes are planned by determining directions and calculating distances, speeds and times as per job requirements</p> <p>4.7 Information is gathered and identified and relevant factors related to planning a route checked as per job requirements</p> <p>4.8 Relevant equipment is select and checked for accuracy and operational effectiveness as per job requirements</p> <p>4.9 Task is planned and recorded using specialized mathematical language and symbols appropriate for the task as per job requirements</p>
<p>5. Use geometry to draw 2D shapes and construct 3D shapes for work</p>	<p>5.1 A range of 2D shapes and 3D shapes and their uses in work contexts is identified as per job specifications</p> <p>5.2 Features of 2D and 3D shapes are named and described as per job specifications</p> <p>5.3 Types of angles in 2D and 3D shapes are identified as per job specifications</p> <p>5.4 Angles are drawn, estimated and measured using geometric instruments as per job requirements</p> <p>5.5 Angle properties of 2D shapes are named and identified as per SOPs</p> <p>5.6 Angle properties are used to evaluate unknown angles in shapes as per SOPs</p> <p>5.7 Properties of perpendicular and parallel lines are applied to shapes as per SOPs</p> <p>5.8 Understanding and use of symmetry is demonstrated as per SOPs</p> <p>5.9 Understanding and use of similarity is demonstrated as per SOPs</p> <p>5.10 The workplace tasks and mathematical processes required are identified as per workplace procedures</p> <p>5.11 2D shapes is drawn for work as per job specification</p> <p>5.12 3D shapes is constructed for work as per job specification</p>

	<p>5.13 The outcomes are reviewed and checked as per workplace procedures</p> <p>5.14 Specialized mathematical language and symbols appropriate for the task are used as per SOPs</p>
<p>6. Collect, organize, and interpret statistical data for work</p>	<p>6.1 Workplace issue requiring investigation are identified as per workplace procedures</p> <p>6.2 Audience / population / sample unit is determined as per workplace procedures as per workplace procedures</p> <p>6.3 Data to be collected is identified as per workplace procedures</p> <p>6.4 Data collection method is selected as per workplace procedures</p> <p>6.5 Appropriate statistical data is collected and organized as per SOPs</p> <p>6.6 Data is illustrated in appropriate formats as per SOPs</p> <p>6.7 The effectiveness of different types of graphs are compared as per SOPs</p> <p>6.8 The summary statistics for collected data is calculated as per SOPs</p> <p>6.9 The results / findings are interpreted as per SOPs</p> <p>6.10 Data is checked to ensure that it meets the expected results and content as per workplace procedures</p> <p>6.11 Information from the results including tables, graphs and summary statistics is extracted and interpreted as per workplace procedure</p> <p>6.12 Mathematical language and symbols are used to report results of investigation as per workplace procedure</p>
<p>7. Use routine formula and algebraic expressions for work</p>	<p>7.1 Understanding of informal and symbolic notation, representation and conventions of algebraic expressions is demonstrated as per SOPs</p> <p>7.2 Simple algebraic expressions and equations are developed as per job specification</p> <p>7.3 Operate on algebraic expressions as per job requirement</p> <p>7.4 Algebraic expressions are simplified as per job requirement</p> <p>7.5 Substitution into simple routine equations is done as per SOPs</p> <p>7.6 Routine formulas used for work tasks are identified and comprehended as per SOPs</p> <p>7.7 Routine formulas are evaluate by substitution as per SOPs</p>

	<p>7.8 Routine formulas transposed as per SOPs</p> <p>7.9 Appropriate formulas are identified and used for work related tasks as per workplace procedures</p> <p>7.10 Outcomes are checked and result of calculation used as per workplace procedures</p>
8. Use common functions of a scientific calculator for work	<p>8.1 Required numerical information to perform tasks is located as per job specification</p> <p>8.2 The order of operations and function keys necessary to solve mathematical calculation are determined as per job specification</p> <p>8.3 Function keys on a scientific calculator are identified and used as per SOPs</p> <p>8.4 Estimations are referred to check reasonableness of problem solving process as per workplace procedures</p> <p>8.5 Appropriate mathematical language, symbols and conventions are used to report results as per workplace procedures</p>

## RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	Range
1. 2D shapes may include but not limited may include but not limited to:	<ul style="list-style-type: none"> <li>• Triangles</li> <li>• Square</li> <li>• Rectangle</li> <li>• Triangle</li> </ul>

## REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

### Required Skills

The individual needs to demonstrate the following skills:

- Measuring
- Logical thinking

- Computing
- Drawing of graphs
- Applying mathematical formulas
- Analytical

### Required knowledge

The individual needs to demonstrate knowledge of:

- Types of common shapes
- Differentiation between two dimensional shapes / objects
- Formulae for calculating area and volume
- Types and purpose of measuring instruments
- Units of measurement and abbreviations
- Fundamental operations (addition, subtraction, division, multiplication)
- Rounding techniques
- Types of fractions
- Different types of tables and graphs
- Meaning of graphs, such as increasing, decreasing, and constant value
- Preparation of basic data, tables & graphs

### EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical aspects of Competency	Assessment requires evidence that the candidate: 1. 1Developed communication strategies to meet the organization requirements and applied in the workplace 1. 2Established and maintained communication pathways for effective communication in the workplace 1. 3 Used communication strategies involving exchanges of complex oral information
2. Resource Implications	The following resources should be provided: 2.1 Access to relevant workplace or appropriately simulated environment where assessment can take place

	2.2 Materials relevant to the proposed activity or tasks
3. Methods of Assessment	Competency in this unit may be assessed through: 3.1 Observation 3.2 Oral questioning 3.3 Written test 3.4 Portfolio of Evidence 3.5 Interview 3.6 Third party report
4. Context of Assessment	Competency may be assessed: 4.1 On-the-job 4.2 Off-the –job 4.3 During Industrial attachment
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

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## DEMONSTRATE DIGITAL LITERACY

UNIT CODE: HRM/OS/BUS/BC/03/6/A

### UNIT DESCRIPTION

This unit describes competencies required to demonstrate digital literacy. It involves, identifying computer software and hardware, applying security measures to data, hardware, and software in automated environment, applying computer software in solving task, applying internet and email in communication at workplace, applying desktop publishing in official assignments and preparing presentation packages.

### ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
These describe the key outcomes which make up workplace function	These are assessable statements which specify the required level of performance for each of the elements. <b><i>Bold and italicized terms are elaborated in the Range</i></b>
1. Identify appropriate computer software and hardware	1.1 Concepts of ICT are determined in accordance with computer equipment 1.2 Classifications of computers are determined in accordance with manufacturers specification 1.3 Appropriate computer software is identified according to manufacturer's specification 1.4 Appropriate computer hardware is identified according to manufacturer's specification 1.5 Functions and commands of operating system are determined in accordance with manufacturer's specification
2. Apply security measures to data, hardware, software in automated environment	2.1 <b><i>Data security and privacy are classified</i></b> in accordance with the prevailing technology 2.2 <b><i>Security threats reidentified and control measures</i></b> are applied in accordance with laws governing protection of ICT 2.3 Computer threats and crimes are detected in accordance to Information Management security guidelines



	2.4 Protection against computer crimes is undertaken in accordance with laws governing protection of ICT
3. Apply computer software in solving tasks	<p>3.1 <b>Word processing concepts</b> are applied in resolving workplace tasks, report writing and documentation as per the job requirements</p> <p>3.2 <b>Word processing utilities</b> are applied in accordance with workplace procedures</p> <p>3.3 Worksheet layout is prepared in accordance with work procedures</p> <p>3.4 Worksheet is built and data manipulated in the worksheet in accordance with workplace procedures</p> <p>3.5 Continuous data manipulated on worksheet is undertaken in accordance with work requirements</p> <p>3.6 Database design and manipulation is undertaken in accordance with office procedures</p> <p>3.7 Data sorting, indexing, storage, retrieval and security is provided in accordance with workplace procedures</p>
4. Apply internet and email in communication at workplace	<p>4.1 Electronic mail addresses are opened and applied in workplace communication in accordance with office policy</p> <p>4.2 Office internet functions are defined and executed in accordance with office procedures</p> <p>4.3 <b>Network configuration</b> is determined in accordance with office operations procedures</p> <p>4.4 Official World Wide Web is installed and managed according to workplace procedures</p>
5. Apply Desktop publishing in official assignments	<p>5.1 Desktop publishing functions and tools are identified in accordance with manufactures specifications</p> <p>5.2 Desktop publishing tools are developed in accordance with work requirements</p> <p>5.3 Desktop publishing tools are applied in accordance with workplace requirements</p>

	5.4 Typeset work is enhanced in accordance with workplace standards
6. Prepare presentation packages	6.1 Types of presentation packages are identified in accordance with office requirements 6.2 Slides are created and formulated in accordance with workplace procedures 6.3 Slides are edited and run-in accordance with work procedures 6.4 Slides and handouts are printed according to work requirements

### **RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

<b>Variable</b>	<b>Range</b>
1. Appropriate computer hardware may include but not limited to:	Collection of physical parts of a computer system such as: <ul style="list-style-type: none"> <li>• Computer case, monitor, keyboard, and mouse</li> <li>• All the parts inside the computer case, such as the hard disk drive, motherboard and video card</li> </ul>
2. Data security and privacy may include but not limited to:	<ul style="list-style-type: none"> <li>• Confidentiality of data</li> <li>• Cloud computing</li> <li>• Integrity -but-curious data surfing</li> </ul>
3. Security and control measures may include but not limited to:	<ul style="list-style-type: none"> <li>• Counter measures against cyber terrorism</li> <li>• Risk reduction</li> <li>• Cyber threat issues</li> <li>• Risk management</li> <li>• Pass-wording</li> </ul>

4. Security threats may include but not limited to:	<ul style="list-style-type: none"> <li>• Cyber terrorism</li> <li>• Hacking</li> </ul>
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## REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

### Required Skills

The individual needs to demonstrate the following skills:

- Analytical skills
- Interpretation
- Typing
- Communication
- Computing (applying fundamental operations such as addition, subtraction, division and multiplication)
- Using calculator
- Basic ICT skills

### Required Knowledge

The individual needs to demonstrate knowledge of:

- Software concept
- Functions of computer software and hardware
- Data security and privacy
- Computer security threats and control measures
- Technology underlying cyber-attacks and networks
- Cyber terrorism
- Computer crimes
- Detection and protection of computer crimes
- Laws governing protection of ICT

- Word processing;
  - Functions and concepts of word processing.
  - Documents and tables creation and manipulations
  - Mail merging
  - Word processing utilities
- Spread sheets;
  - Meaning, formulae, function and charts, uses and layout
  - Data formulation, manipulation and application to cells
  -
- Database;
  - Database design, data manipulation, sorting, indexing, storage retrieval and security
- Desktop publishing;
  - Designing and developing desktop publishing tools
  - Manipulation of desktop publishing tools
  - Enhancement of typeset work and printing documents
- Presentation Packages;
  - Types of presentation Packages
  - Creating, formulating, running, editing, printing and presenting slides and handouts
- Networking and Internet;
  - Computer networking and internet.
  - Electronic mail and world wide web
- Emerging trends and issues in ICT;
  - Identify and integrate emerging trends and issues in ICT
  - Challenges posed by emerging trends and issues

## EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical Aspects of Competency	Assessment requires evidence that the candidate: 1.1 Identified and controlled security threats 1.2 Detected and protected computer crimes 1.3 Applied word processing in office tasks 1.4 Designed, prepared work sheet and applied data to the cells in accordance to workplace procedures 1.5 Opened electronic mail for office communication as per workplace procedure 1.6 Installed internet and World Wide Web for office tasks in accordance with office procedures 1.7 Integrated emerging issues in computer ICT applications 1.8 Applied laws governing protection of ICT
2. Resource Implications	The following resources should be provided: 2.1 Access to relevant workplace where assessment can take place 2.2 Appropriately simulated environment where assessment can take place
3. Methods of Assessment	Competency may be assessed through: 3.1 Observation 3.2 Oral questioning 3.3 Written test 3.4 Portfolio of Evidence 3.5 Interview 3.6 Third party report
4. Context of Assessment	Competency may be assessed: 4.1 On-the-job

	4.2 Off-the –job 4.3 During Industrial attachment
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

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## DEMONSTRATE ENTREPRENEURIAL SKILLS

UNIT CODE : HRM/OS/BUS/BC/04/6/A

### UNIT DESCRIPTION

This unit covers the competencies required to demonstrate understanding of entrepreneurship. It involves demonstrating understanding of an entrepreneur, entrepreneurship, and self-employment, identifying entrepreneurship opportunities, creating entrepreneurial awareness, applying entrepreneurial motivation, developing business innovative strategies and developing business plan.

### ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
1. Demonstrate understanding of an Entrepreneur	<ul style="list-style-type: none"><li>1. 1 Entrepreneurs and Business persons are distinguished as per principles of entrepreneurship</li><li>1. 2 <i>Types of entrepreneurs</i> are identified as per principles of entrepreneurship</li><li>1. 3 Ways of becoming an Entrepreneur are identified as per principles of Entrepreneurship</li><li>1. 4 <i>Characteristics of Entrepreneurs</i> are identified as per principles of Entrepreneurship</li><li>1. 5 Factors affecting Entrepreneurship development are explored as per principles of Entrepreneurship</li></ul>
2. Demonstrate understanding of Entrepreneurship and self-employment	<ul style="list-style-type: none"><li>2. 1 Entrepreneurship and self-employment are distinguished as per principles of entrepreneurship</li><li>2. 2 Importance of self-employment is analysed based on business procedures and strategies</li><li>2. 3 <i>Requirements for entry into self-employment</i> are identified according to business procedures and strategies</li><li>2. 4 Role of an Entrepreneur in business is determined according to business procedures and strategies</li><li>2. 5 Contributions of Entrepreneurs to National development are identified as per business procedures and strategies</li><li>2. 6 Entrepreneurship culture in Kenya is explored as per business procedures and strategies</li></ul>

	2. 7 Born or made Entrepreneurs are distinguished as per entrepreneurial traits
3. Identify Entrepreneurship opportunities	<p>3.1 Sources of business ideas are identified as per business procedures and strategies</p> <p>3.2 Business ideas and opportunities are generated as per business procedures and strategies</p> <p>3.3 Business life cycle is analysed as per business procedures and strategies</p> <p>3.4 Legal aspects of business are identified as per procedures and strategies</p> <p>3.5 Product demand is assessed as per market strategies</p> <p>3.6 Types of <b>business environment</b> are identified and evaluated as per business procedures</p> <p>3.7 Factors to consider when evaluating business environment are explored based on business procedure and strategies</p> <p>3.8 Technology in business is incorporated as per best practice</p>
4. Create entrepreneurial awareness	<p>4.1 <b>Forms of businesses</b> are explored as per business procedures and strategies</p> <p>4.2 Sources of business finance are identified as per business procedures and strategies</p> <p>4.3 Factors in selecting source of business finance are identified as per business procedures and strategies</p> <p>4.4 <b>Governing policies</b> on Small Scale Enterprises (SSEs) are determined as per business procedures and strategies</p> <p>4.5 Problems of starting and operating SSEs are explored as per business procedures and strategies</p>
5. Apply entrepreneurial motivation	<p>5.1 <b>Internal and external motivation</b> factors are determined in accordance with motivational theories</p> <p>5.2 Self-assessment is carried out as per entrepreneurial orientation</p> <p>5.3 Effective communications are carried out in accordance with communication principles</p>



	5.4 Entrepreneurial motivation is applied as per motivational theories
6. Develop innovative business strategies	6.1 Business innovation strategies are determined in accordance with the organization strategies 6.2 Creativity in business development is demonstrated in accordance with business strategies 6.3 <b><i>Innovative business strategies</i></b> are developed as per business principles 6.4 Linkages with other entrepreneurs are created as per best practice 6.5 ICT is incorporated in business growth and development as per best practice
7. Develop Business Plan	7.1 Identified Business is described as per business procedures and strategies 7.2 Marketing plan is developed as per business plan format 7.3 Organizational/Management plan is prepared in accordance with business plan format 7.4 Production/operation plan in accordance with business plan format 7.5 Financial plan is prepared in accordance with the business plan format 7.6 Executive summary is prepared in accordance with business plan format 7.7 Business plan is presented as per best practice

## RANGE

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

Variable	Range
1. Types of entrepreneurs may include but not limited to:	<ul style="list-style-type: none"> <li>• Innovators</li> <li>• Imitators</li> <li>• Craft</li> <li>• Opportunistic</li> <li>• Speculators</li> </ul>

<p>2. Characteristics of Entrepreneurs may include but not limited to:</p>	<ul style="list-style-type: none"> <li>• Creative</li> <li>• Innovative</li> <li>• Planner</li> <li>• Risk taker</li> <li>• Networker</li> <li>• Confident</li> <li>• Flexible</li> <li>• Persistent</li> <li>• Patient</li> <li>• Independent</li> <li>• Future oriented</li> <li>• Goal oriented</li> </ul>
<p>3. Requirements for entry into self-employment may include but not limited to</p>	<ul style="list-style-type: none"> <li>• Technical skills</li> <li>• Management skills</li> <li>• Entrepreneurial skills</li> <li>• Resources</li> <li>• Infrastructure</li> </ul>
<p>4. Internal and external motivation may include but not limited to:</p>	<ul style="list-style-type: none"> <li>• Interest</li> <li>• Passion</li> <li>• Freedom</li> <li>• Prestige</li> <li>• Rewards</li> <li>• Punishment</li> <li>• Enabling environment</li> <li>• Government policies</li> </ul>
<p>5. Business environment may include but not limited to:</p>	<ul style="list-style-type: none"> <li>• External</li> <li>• Internal</li> <li>• Intermediate</li> </ul>
<p>6. Forms of businesses may include but not limited to:</p>	<ul style="list-style-type: none"> <li>• Sole proprietorship</li> <li>• Partnership</li> <li>• Limited companies</li> <li>• Cooperatives</li> </ul>
<p>7. Governing policies may include but not limited to:</p>	<ul style="list-style-type: none"> <li>• Increasing scope for finance</li> <li>• Promoting cooperation between entrepreneurs and private sector</li> </ul>

	<ul style="list-style-type: none"> <li>• Reducing regulatory burden on entrepreneurs</li> <li>• Developing IT tools for entrepreneurs</li> </ul>
8. Innovative business strategies may include but not limited to:	<ul style="list-style-type: none"> <li>• New products</li> <li>• New methods of production</li> <li>• New markets</li> <li>• New sources of supplies</li> <li>• Change in industrialization</li> </ul>

## REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

### Required Skills

The individual needs to demonstrate the following skills:

- Analytical
- Management
- Problem-solving
- Root-cause analysis
- Communication

### Required Knowledge

The individual needs to demonstrate knowledge of:

- Decision making
- Business communication
- Change management
- Competition
- Risk
- Net working
- Time management
- Leadership
- Factors affecting entrepreneurship development
- Principles of Entrepreneurship

- Features and benefits of common operational practices, e. g., continuous improvement (kaizen), waste elimination,
- Conflict resolution
- Health, safety and environment (HSE) principles and requirements
- Customer care strategies
- Basic financial management
- Business strategic planning
- Impact of change on individuals, groups and industries
- Government and regulatory processes
- Local and international market trends
- Product promotion strategies
- Market and feasibility studies
- Government and regulatory processes
- Local and international business environment
- Relevant developments in other industries
- Regional/ County business expansion strategies

### EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

<p>1. Critical Aspects of Competency</p>	<p>1. 1 Assessment requires evidence that the candidate:  1. 2 Distinguished entrepreneurs and businesspersons correctly  1. 3 Identified ways of becoming an entrepreneur appropriately  1. 4 Explored factors affecting entrepreneurship development appropriately  1. 5 Analysed importance of self-employment accurately  1. 6 Identified requirements for entry into self-employment correctly  1. 7 Identified sources of business ideas correctly  1. 8 Generated Business ideas and opportunities correctly  1. 9 Analysed business life cycle accurately  1. 10 Identified legal aspects of business correctly  1. 11 Assessed product demand accurately</p>
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	<ul style="list-style-type: none"> <li>1. 12 Determined Internal and external motivation factors appropriately</li> <li>1. 13 Carried out communications effectively</li> <li>1. 14 Identified sources of business finance correctly</li> <li>1. 15 Determined Governing policy on small scale enterprise appropriately</li> <li>1. 16 Explored problems of starting and operating SSEs effectively</li> <li>1. 17 Developed Marketing, Organizational/Management, Production/Operation and Financial plans correctly</li> <li>1. 18 Prepared executive summary correctly</li> <li>1. 19 Determined business innovative strategies appropriately</li> <li>1. 20 Presented business plan effectively</li> </ul>
2. Resource Implications	<p>The following resources should be provided:</p> <ul style="list-style-type: none"> <li>2.1 Access to relevant workplace where assessment can take place</li> <li>2.2 Appropriately simulated environment where assessment can take place</li> </ul>
3. Methods of Assessment	<ul style="list-style-type: none"> <li>3.1 Written tests</li> <li>3.2 Oral questions</li> <li>3.3 Third party report</li> <li>3.4 Interviews</li> <li>3.5 Portfolio of Evidence</li> </ul>
4. Context of Assessment	<p>Competency may be assessed</p> <ul style="list-style-type: none"> <li>4.1 On-the-job</li> <li>4.2 Off-the –job</li> <li>4.3 During Industrial attachment</li> </ul>
5. Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.</p>

## DEMONSTRATE EMPLOYABILITY SKILLS

**UNIT CODE:** HRM/OS/BUS/BC/05/6/A

### UNIT DESCRIPTION

This unit covers competencies required to demonstrate employability skills. It involves conducting self-management, demonstrating interpersonal communication, critical safe work habits, leading a workplace team, planning and organizing work, maintaining professional growth and development, demonstrating workplace learning, problem solving skills and managing ethical performance.

### ELEMENTS AND PERFORMANCE CRITERIA

ELEMENT	PERFORMANCE CRITERIA
<p>These describe the key outcomes which make up workplace function.</p>	<p>These are assessable statements which specify the required level of performance for each of the elements.</p> <p><i><b>Bold and italicized terms are elaborated in the Range</b></i></p>
<p>1. Conduct self-management</p>	<p>1.1 Personal vision, mission and goals are formulated based on potential and in relation to organization objectives</p> <p>1.2 Emotional intelligence is demonstrated as per workplace requirements.</p> <p>1.3 Individual performance is evaluated and monitored according to the agreed targets.</p> <p>1.4 Assertiveness is developed and maintained based on the requirements of the job.</p> <p>1.5 Accountability and responsibility for own actions are demonstrated based on workplace instructions.</p> <p>1.6 Self-esteem and a positive self-image are developed and maintained based on values.</p> <p>1.7 Time management, attendance and punctuality are observed as per the organization policy.</p> <p>1.8 Goals are managed as per the organization's objective</p> <p>1.9 Self-strengths and weaknesses are identified based on personal objectives</p>
<p>2. Demonstrate interpersonal communication</p>	<p>2.1 Writing skills are demonstrated as per communication policy</p> <p>2.2 Negotiation and persuasion skills are demonstrated as per communication policy</p>

	<p>2.3 Internal and external stakeholders' needs are identified and interpreted as per the communication policy</p> <p>2.4 Communication networks are established based on workplace policy</p> <p>2.5 Information is shared as per communication policy</p>
3. Demonstrate critical safe work habits	<p>3.1 Stress is managed in accordance with workplace policy.</p> <p>3.2 Punctuality and time consciousness is demonstrated in line with workplace policy.</p> <p>3.3 Personal objectives are integrated with organization goals based on organization's strategic plan.</p> <p>3.4 <b>Resources</b> are utilized in accordance with workplace policy.</p> <p>3.5 Work priorities are set in accordance to workplace goals and objectives.</p> <p>3.6 Leisure time is recognized and utilized in line with personal objectives.</p> <p>3.7 <b>Drugs and substances of abuse</b> are identified and avoided based on workplace policy.</p> <p>3.8 HIV and AIDS prevention awareness is demonstrated in line with workplace policy.</p> <p>3.9 Safety consciousness is demonstrated in the workplace based on organization safety policy.</p> <p>3.10 <b>Emerging issues</b> are identified and dealt with in accordance with organization policy.</p>
4. Lead a workplace team	<p>4.1 Performance targets for the <b>team</b> are set based on organization's objectives</p> <p>4.2 Duties are assigned in accordance with the organization policy.</p> <p>4.3 <b>Forms of communication</b> in a team are established according to organization's policy.</p> <p>4.4 Team performance is evaluated based on set targets as per workplace policy.</p> <p>4.5 Conflicts are resolved between team members in line with organization policy.</p> <p>4.6 Gender related issues are identified and mainstreamed in accordance workplace policy.</p>

	<p>4.7 Human rights and fundamental freedoms are identified and respected as Constitution of Kenya 2010.</p> <p>4.8 Healthy relationships are developed and maintained in line with workplace.</p>
5. Plan and organize work	<p>5.1 Work plans are prepared based on activities and budget.</p> <p>5.2 Assigned tasks are interpreted and expectations identified as per the workplace instructions.</p> <p>5.3 Task occupational safety and health requirements are identified and observed regulations.</p> <p>5.4 Work resources are identified, mobilized, allocated and utilized based on organization work plans.</p> <p>5.5 Work activities are monitored and evaluated in line with work plans and workplace policy.</p> <p>5.6 Work plans are reviewed based on target and available resources.</p>
6. Maintain professional growth and development	<p>6.1 Personal training needs are identified and assessed in line with the requirements of the job.</p> <p>6.2 <b>Training and career opportunities</b> are identified and utilized based on job requirements.</p> <p>6.3 Resources for training are mobilized and allocated based organizations and individual skills needs.</p> <p>6.4 Licensees and certifications relevant to job and career are obtained and renewed as per policy.</p> <p>6.5 Work priorities and personal commitments are balanced and managed based on requirements of the job and personal objectives.</p> <p>6.6 Recognitions are sought as proof of career advancement in line with professional requirements.</p>
7. Demonstrate workplace learning	<p>7.1 Learning opportunities are sought and managed based on job requirement and organization policy.</p> <p>7.2 Improvement in performance is demonstrated based on courses attended.</p>



	<p>7.3 Application of learning is demonstrated in both technical and non-technical aspects based on requirements of the job</p> <p>7.4 Time and effort is invested in learning new skills based on job requirements</p> <p>7.5 Initiative is taken to create more effective and efficient processes and procedures in line with workplace policy.</p> <p>7.6 New systems are developed and maintained in accordance with the requirements of the job.</p> <p>7.7 Awareness of personal role in workplace <i>innovation</i> is demonstrated based on requirements of the job.</p>
8. Demonstrate problem solving skills	<p>8.1 Creative, innovative and practical solutions are developed based on the problem</p> <p>8.2 Independence and initiative in identifying and solving problems is demonstrated based on requirements of the job.</p> <p>8.3 Team problems are solved as per the workplace guidelines</p> <p>8.4 Problem solving strategies are applied as per the workplace guidelines</p> <p>8.5 Problems are analyzed and assumptions tested as per the context of data and circumstances</p>
9. Manage ethical performance	<p>9.1 Policies and guidelines are observed as per the workplace requirements</p> <p>9.2 Self-worth and professionalism is exercised in line with personal goals and organizational policies</p> <p>9.3 Code of conduct is observed as per the workplace requirements</p> <p>9.4 Integrity is demonstrated as per legal requirement</p>

### **RANGE**

This section provides work environment and conditions to which the performance criteria apply. It allows for different work environment and situations that will affect performance.

Variable	Range
1. Drug and substance abuse may include but not limited to:	Commonly abused <ul style="list-style-type: none"> <li>• Alcohol</li> <li>• Tobacco</li> <li>• Miraa</li> <li>• Over-the-counter drugs</li> <li>• Cocaine</li> <li>• Bhang</li> <li>• Glue</li> </ul>
2. Feedback may include but not limited to:	<ul style="list-style-type: none"> <li>• Verbal</li> <li>• Written</li> <li>• Informal</li> <li>• Formal</li> </ul>
3. Relationships may include but not limited to:	<ul style="list-style-type: none"> <li>• Man/Woman</li> <li>• Trainer/trainee</li> <li>• Employee/employer</li> <li>• Client/service provider</li> <li>• Husband/wife</li> <li>• Boy/girl</li> <li>• Parent/child</li> <li>• Sibling relationships</li> </ul>
4. Forms of communication may include but not limited to:	<ul style="list-style-type: none"> <li>• Written</li> <li>• Visual</li> <li>• Verbal</li> <li>• Non verbal</li> <li>• Formal and informal</li> </ul>
5. Team may include but not limited to:	<ul style="list-style-type: none"> <li>• Small work group</li> <li>• Staff in a section/department</li> <li>• Inter-agency group</li> </ul>
6. Personal growth may include but not limited to:	<ul style="list-style-type: none"> <li>• Growth in the job</li> <li>• Career mobility</li> <li>• Gains and exposure the job gives</li> <li>• Net workings</li> <li>• Benefits that accrue to the individual as a result of noteworthy performance</li> </ul>

7. Personal objectives may include but not limited to:	<ul style="list-style-type: none"> <li>• Long term</li> <li>• Short term</li> <li>• Broad</li> <li>• Specific</li> </ul>
8. Trainings and career opportunities may includes but not limited to	<ul style="list-style-type: none"> <li>• Participation in training programs</li> <li>• Serving as Resource Persons in conferences and workshops</li> </ul>
9. Resource may include may but not limited to:	<ul style="list-style-type: none"> <li>• Human</li> <li>• Financial</li> <li>• Technology</li> </ul>
10. Innovation may include but not limited to:	<ul style="list-style-type: none"> <li>• New ideas</li> <li>• Original ideas</li> <li>• Different ideas</li> <li>• Methods/procedures</li> <li>• Processes</li> <li>• New tools</li> </ul>
11. Emerging issues may include but not limited to:	<ul style="list-style-type: none"> <li>• Terrorism</li> <li>• Social media</li> <li>• National cohesion</li> <li>• Open offices</li> </ul>
12. Range of media for learning may include but not limited to:	<ul style="list-style-type: none"> <li>• Mentoring</li> <li>• peer support and networking</li> <li>• IT and courses</li> </ul>

## REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

### Required Skills

The individual needs to demonstrate the following skills:

- Interpersonal
- Communication
- Critical thinking
- Organizational
- Negotiation
- Monitoring
- Evaluation
- Record keeping

- Problem solving
- Decision Making
- Resource utilization
- Resource mobilization

**Required Knowledge**

The individual needs to demonstrate knowledge of:

- Work values and ethics
- Company policies
- Company operations, procedures and standards
- Occupational Health and safety procedures
- Fundamental rights at work
- Workplace communication
- Concept of time
- Time management
- Decision making
- Types of resources
- Work planning
- Organizing work
- Monitoring and evaluation
- Record keeping
- Gender mainstreaming
- HIV and AIDS
- Drug and substance abuse
- Professional growth and development
- Technology in the workplace
- Innovation
- Emerging issues

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**EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical aspects of Competency	Assessment requires evidence that the candidate: 1.1 Conducted self-management 1.2 Demonstrated interpersonal communication
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	<ul style="list-style-type: none"> <li>1.3 Demonstrated critical safe work habits</li> <li>1.4 Demonstrated the ability to lead a workplace team</li> <li>1.5 Planned and organized work</li> <li>1.6 Maintained professional growth and development</li> <li>1.7 Demonstrated workplace learning</li> <li>1.8 Demonstrated problem solving skills</li> <li>1.9 Demonstrated the ability to manage performance ethically</li> </ul>
2. Resource Implications	<p>The following resources should be provided:</p> <ul style="list-style-type: none"> <li>2.1 Access to relevant workplace where assessment can take place</li> <li>2.2 Appropriately simulated environment where assessment can take place</li> </ul>
3. Methods of Assessment	<p>Competency in this unit may be assessed through:</p> <ul style="list-style-type: none"> <li>3.1 Observation</li> <li>3.2 Oral questioning</li> <li>3.3 Written test</li> <li>3.4 Portfolio of Evidence</li> <li>3.5 Interview</li> <li>3.6 Third party report</li> </ul>
4. Context of Assessment	<p>Competency may be assessed:</p> <ul style="list-style-type: none"> <li>4.1 On-the-job</li> <li>4.2 Off-the –job</li> <li>4.3 During Industrial attachment</li> </ul>
5. Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.</p>

## DEMONSTRATE ENVIRONMENTAL LITERACY

**UNIT CODE:** HRM/OS/BUS/BC/06/6/A

### UNIT DESCRIPTION

This unit specifies the competencies required to demonstrate environmental literacy. It involves, controlling environmental hazard and environmental pollution, demonstrating sustainable resource use, evaluating current practices in relation to resource usage, identifying environmental legislations/conventions for environmental concerns, implementing specific environmental programs, monitoring activities on environmental protection/Programs , analyzing resource use and developing resource conservation plans

### ELEMENTS AND PERFORMANCE CRITERIA

<b>ELEMENT</b> These describe the key outcomes which make up workplace function.	<b>PERFORMANCE CRITERIA</b> These are assessable statements which specify the required level of performance for each of the elements. <i><b>Bold and italicized terms are elaborated in the Range</b></i>
1. Control environmental hazard	1. 1 Storage methods for environmentally hazardous materials are strictly followed according to environmental regulations and OSHS. 1. 2 Disposal methods of hazardous wastes are followed according to environmental regulations and OSHS. 1. 3 <b>PPE</b> is used according to OSHS.
2. Control environmental Pollution	2.1 Environmental pollution <b>control measures</b> are implemented in accordance with international protocols.  2.2 Procedures for solid waste management are observed according Environmental Management and Coordination Act 1999  2.3 Methods for minimizing noise pollution is complied with based on Noise and Excessive Vibration <b>Pollution and Control Regulations, 2009</b>
3. Demonstrate sustainable resource use	3.1 Methods for minimizing wastage are complied with based on organizational waste management guide

	<p>3.2 Waste management procedures are employed following principles of 3Rs (Reduce, Reuse, Recycle)</p> <p>3.3 Methods for economizing and reducing resource consumption are practiced as per the Constitution of Kenya 2010 Article 69 .</p>
4. Evaluate current practices in relation to resource usage	<p>4.1 Information on resource efficiency systems and procedures are collected and provided as per work groups/sector</p> <p>4.2 Current resource usage is measured and recorded as per work group</p> <p>4.3 Current purchasing strategies are analyzed and recorded according to industry procedures.</p> <p>4.4 Current work processes to access information and data is analyzed following enterprise protocol.</p>
5. Identify environmental legislations/conventions for environmental concerns	<p>5.1 Environmental legislations/conventions and local ordinances are identified according to the different environmental aspects/impact</p> <p>5.2 Industrial standard/environmental practices are described according to the different environmental concerns</p>
6. Implement specific environmental programs	<p>6.1 Programs/Activities are identified according to organizations policies and guidelines.</p> <p>6.2 Individual roles/responsibilities are determined and performed based on the activities identified.</p> <p>6.3 Problems/constraints encountered are resolved in accordance with organizations’ policies and guidelines</p> <p>6.4 Stakeholders are consulted based on company guidelines</p>
7. Monitor activities on Environmental protection/Programs	<p>7.1 Activities are periodically monitored and Evaluated according to the objectives of the environmental program</p> <p>7.2 Feedback from stakeholders are gathered and considered in Proposing enhancements to the program based on consultations</p> <p>7.3 Data gathered are analyzed based on Evaluation requirements</p>

	<p>7.4 Recommendations are submitted based on the findings</p> <p>7.5 Management support systems are set/established to sustain and enhance the program</p> <p>7.6 Environmental incidents are monitored and reported to concerned/proper authorities</p> <p>7.7</p>
8. Analyze resource use	<p>8.1 All resource consuming processes are Identified as per the organizational work plan</p> <p>8.2 Quantity and nature of resource consumed is determined based on processes</p> <p>8.3 Resource flow is analyzed as per different parts of the process.</p> <p>8.4 Wastes are classified according to NEMA regulations on waste management.</p>
9. Develop resource Conservation plans	<p>9.1. Efficiency of use/conversion of resources is determined according to industry protocol.</p> <p>9.2. Causes of low efficiency of use of resources are Determined based on industry protocol.</p> <p>9.3. Plans for increasing the efficiency of resource use are developed based on findings.</p>

## RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	Range
1. PPE may include but not limited to	<ul style="list-style-type: none"> <li>• Mask</li> <li>• Gloves</li> <li>• Goggles</li> <li>• Safety hat</li> <li>• Overall</li> <li>• Hearing protector</li> </ul>
2. Control measures may include but not limited to	<ul style="list-style-type: none"> <li>• Methods for minimizing or stopping spread and ingestion of airborne particles</li> <li>• Methods for minimizing or stopping spread and ingestion of gases and fumes</li> <li>• Methods for minimizing or stopping spread and ingestion of liquid wastes</li> </ul>



## **REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

### **Required Skills**

The individual needs to demonstrate the following skills:

- Measuring
- Recording
- Analytical
- Monitoring
- Communication
- Writing

### **Required Knowledge**

The individual needs to demonstrate knowledge of:

- PPEs
- Environmental regulations
- OSHS
- Pollution
- Waste management
- Principle of 3Rs
- Types of resources
- Techniques in measuring current usage of resources
- Environmental hazards
- Regulatory requirements

### **EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

<p>1. Critical Aspects of Competency</p>	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> <li>1.1 Controlled environmental hazard</li> <li>1.2 Controlled environmental pollution</li> <li>1.3 Demonstrated sustainable resource use</li> <li>1.4 Evaluated current practices in relation to resource usage</li> <li>1.5 Demonstrated knowledge of environmental legislations and local ordinances according to the different environmental issues /concerns.</li> <li>1.6 Described industrial standard environmental practices according to the different environmental issues/concerns.</li> <li>1.7 Resolved problems/ constraints encountered based on management standard procedures</li> <li>1.8 Implemented and monitored environmental practices on a periodic basis as per company guidelines</li> <li>1.9 Recommended solutions for the improvement of the program</li> <li>1.10 Monitored and reported to proper authorities any environmental incidents</li> </ul>
<p>2. Resource Implications</p>	<p>The following resources should be provided:</p> <ul style="list-style-type: none"> <li>2.1 Workplace with storage facilities</li> <li>2.2 Tools, materials and equipment relevant to the tasks (e.g. Cleaning tools, cleaning materials, trash bags)</li> <li>2.3 PPE, manuals and references</li> <li>2.4 Legislation, policies, procedures, protocols and local ordinances relating to environmental protection</li> <li>2.5 Case studies/scenarios relating to environmental Protection</li> </ul>
<p>3 Methods of Assessment</p>	<p>Competency in this unit may be assessed through:</p> <ul style="list-style-type: none"> <li>3.1 Observation</li> <li>3.2 Oral questioning</li> <li>3.3 Written test</li> <li>3.4 Portfolio of Evidence</li> </ul>

	<p>3.5 Interview</p> <p>3.6 Third party report</p>
4 Context of Assessment	<p>Competency may be assessed</p> <p>4.1 On-the-job</p> <p>4.2 Off-the –job</p> <p>4.3 During Industrial attachment</p>
5 Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.</p>

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## DEMONSTRATE OCCUPATIONAL SAFETY AND HEALTH PRACTICES

UNIT CODE: HRM/OS/BUS/BC/07/6/A

### UNIT DESCRIPTION

This unit specifies the competencies required to demonstrate occupational health and safety practices. It involves identifying workplace hazards and risks, identifying and implementing appropriate control measures to hazards and risks and implementing OSH programs, procedures and policies/guidelines.

### ELEMENTS AND PERFORMANCE CRITERIA

<b>ELEMENT</b>	<b>PERFORMANCE CRITERIA</b>
These describe the key outcomes which make up workplace function.	These are assessable statements which specify the required level of performance for each of the elements. <b><i>Bold and italicized terms are elaborated in the Range</i></b>
1. Identify workplace hazards and risk	1.1 <b><i>Hazards</i></b> in the workplace are identified <b><i>based their indicators</i></b> 1.2 Risks and hazards are evaluated based on legal requirements. 1.3 <b><i>OSH concerns</i></b> raised by workers are addressed as per legal requirements.
2. Control OSH hazards	2.1 Hazard prevention <b><i>and control measures</i></b> are implemented as per legal requirement. 2.2 Risk assessment is conducted and a risk matrix developed based on likely impact. 2.3 <b><i>Contingency measures</i></b> , including <b><i>emergency procedures</i></b> during workplace <b><i>incidents and emergencies</i></b> are recognized and established in accordance with organization procedures.
3. Implement OSH programs	3.1 Company OSH program are identified, evaluated and reviewed based on legal requirements. 3.2 Company OSH programs are implemented as per legal requirements. 3.3 Workers are capacity built on OSH standards and procedures as per legal requirements 3.4 <b><i>OSH-related records</i></b> are maintained as per legal requirements.

## RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	Range
1. Hazards may include but not limited to:	<ul style="list-style-type: none"><li>• Physical hazards – impact, illumination, pressure, noise,</li><li>• vibration, extreme temperature, radiation</li><li>• Biological hazards- bacteria, viruses, plants, parasites, mites, molds, fungi, insects</li><li>• Chemical hazards – dusts, fibers, mists, fumes, smoke, gasses, vapors</li><li>• Ergonomics</li><li>• Psychological factors – over exertion/ excessive force, awkward/static positions, fatigue, direct pressure,</li><li>• varying metabolic cycles</li><li>• Physiological factors – monotony, personal relationship, work out cycle</li><li>• Safety hazards (unsafe workplace condition) –confined space, excavations, falling objects, gas leaks, electrical, poor storage of materials and waste, spillage, waste and debris</li><li>• Unsafe workers’ act (Smoking in off-limited areas, Substance and alcohol abuse at work)</li></ul>
2. Indicators may include but not limited to:	<ul style="list-style-type: none"><li>• Increased of incidents of accidents, injuries</li><li>• Increased occurrence of sickness or health complaints/ symptoms</li><li>• Common complaints of workers related to OSH</li><li>• High absenteeism for work-related reasons</li></ul>
3. OSH concerns may include but not limited to:	<ul style="list-style-type: none"><li>• Workers’ experience/observance on presence of work hazards</li><li>• Unsafe/unhealthy administrative arrangements (prolonged work hours, no break time, constant overtime, scheduling of tasks)</li><li>• Reasons for compliance/non-compliance to use of PPEs or other OSH procedures/policies/guidelines</li></ul>

<p>4. Safety gears /PPE (Personal Protective Equipment) may include but not limited to:</p>	<ul style="list-style-type: none"> <li>• Arm/Hand guard, gloves</li> <li>• Eye protection (goggles, shield)</li> <li>• Hearing protection (ear muffs, ear plugs)</li> <li>• Hair Net/cap/bonnet</li> <li>• Hard hat</li> <li>• Face protection (mask, shield)</li> <li>• Apron/Gown/coverall/jump suit</li> <li>• Anti-static suits</li> <li>• High-visibility reflective vest</li> </ul>
<p>5. Appropriate risk controls may include but not limited to:</p>	<ul style="list-style-type: none"> <li>• Appropriate risk controls in order of impact are as follows:</li> <li>• Eliminate the hazard altogether (i.e., get rid of the dangerous machine)</li> <li>• Isolate the hazard from anyone who could be harmed (i.e., keep the machine in a closed room and operate it remotely; barricade an unsafe area off)</li> <li>• Substitute the hazard with a safer alternative (i.e., replace the machine with a safer one)</li> <li>• Use administrative controls to reduce the risk (i.e., train workers how to use equipment safely; train workers about the risks of harassment; issue signage)</li> <li>• Use engineering controls to reduce the risk (i.e., attach guards to the machine to protect users)</li> <li>• Use personal protective equipment (i.e., wear gloves and goggles when using the machine)</li> </ul>
<p>6. Contingency measures may include but not limited to:</p>	<ul style="list-style-type: none"> <li>• Evacuation</li> <li>• Isolation</li> <li>• Decontamination</li> <li>• (Calling designed) emergency personnel</li> </ul>
<p>7. Incidents and emergencies may include but not limited to:</p>	<ul style="list-style-type: none"> <li>• Chemical spills</li> <li>• Equipment/vehicle accidents</li> <li>• Explosion</li> <li>• Fire</li> <li>• Gas leak</li> <li>• Injury to personnel</li> <li>• Structural collapse</li> <li>• Toxic and/or flammable vapors emission.</li> </ul>

8. OSH-related Records may include but not limited to:	<ul style="list-style-type: none"> <li>• Medical/Health records</li> <li>• Incident/accident reports</li> <li>• Sickness notifications/sick leave application</li> <li>• OSH-related trainings obtained</li> </ul>
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## REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

### Required Skills

The individual needs to demonstrate the following skills:

- Communication
- Interpersonal
- Presentation
- Risk assessment
- Evaluation
- Critical thinking
- Problem solving
- Negotiation

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### Required Knowledge

The individual needs to demonstrate knowledge of:

- General OSH Principles
- Occupational hazards/risks recognition
- OSH organizations providing services on OSH evaluation and/or work environment measurements (WEM)
- National OSH regulations; company OSH policies and protocols
- Systematic gathering of OSH issues and concerns
- General OSH principles
- National OSH regulations
- Company OSH and recording protocols, procedures and policies/guidelines

- Training and/or counseling methodologies and strategies

## EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

<p>1. Critical Aspects of Competency</p>	<p>Assessment requires evidence that the candidate:</p> <ul style="list-style-type: none"> <li>1.1 Identified hazards in the workplace based their indicators</li> <li>1.2 Evaluated workplace hazards based on legal requirements.</li> <li>1.3 Addressed OSH concerns raised by workers as per legal requirements.</li> <li>1.4 Implemented hazard prevention and control measures as per legal requirement.</li> <li>1.5 Conducted risk assessment as per legal requirement.</li> <li>1.6 Developed risk matrix based on likely impact.</li> <li>1.7 Recognized and established contingency measures in accordance with organization procedures.</li> <li>1.8 Identified, evaluated and reviewed company OSH program based on legal requirements.</li> <li>1.9 Implemented company OSH programs as per legal requirements.</li> <li>1.10 Capacity built workers on OSH standards and procedures as per legal requirements</li> <li>1.11 Maintained OSH-related records as per legal requirements.</li> </ul>
<p>2. Resource Implications</p>	<p>The following resources should be provided:</p> <ul style="list-style-type: none"> <li>2.3 Access to relevant workplace where assessment can take place</li> <li>2.4 Appropriately simulated environment where assessment can take place</li> </ul>
<p>3. Methods of Assessment</p>	<p>Competency in this unit may be assessed through:</p> <ul style="list-style-type: none"> <li>3.1 Observation</li> <li>3.2 Oral questioning</li> <li>3.3 Written test</li> <li>3.4 Portfolio of Evidence</li> <li>3.5 Interview</li> <li>3.6 Third party report</li> </ul>



4. Context of Assessment	Competency may be assessed: 4.1 On-the-job 4.2 Off-the –job 4.3 During Industrial attachment
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

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## COMMON UNITS

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## MANAGE ORGANIZATIONAL BEHAVIOUR

UNIT CODE: HRM/OS/BUS/CC/01/6/A

### UNIT DESCRIPTION

This unit specifies the competencies required to manage organizational behaviour. It involves analyzing individual and group behavior, evaluating different motivational theories and motivational strategies, evaluating various leadership styles, facilitating change management, managing conflict and negotiations, managing organization change and culture, managing groups and teams, perceptions, personalities and emotions, values, attitudes and stress in the work place

### ELEMENTS AND PERFORMANCE CRITERIA

<b>ELEMENT</b> These describe the key outcomes which make up workplace function.	<b>PERFORMANCE CRITERIA</b> These are assessable statements which specify the required level of performance for each of the elements. <i><b>Bold and italicized terms are elaborated in the Range</b></i>
1. Analyze individual and group behaviour	1.1. Familiarize with organization behaviour as per the SOPs. 1.2. Importance of organization behaviour is identified as per the work place procedures. 1.3. <i><b>Theories of organization behaviour</b></i> are identified as per SOPs. 1.4. Organization behaviour theories are applied as per the work place procedures.
2. Evaluate different motivational theories and motivational strategies	2.1. Familiarize with motivation as per SOPs. 2.2. <i><b>Motivation theories</b></i> are identified as per the SOPs. 2.3. Types of motivation are identified as per the SOPs. 2.4. Process of motivation is familiarised with as per the SOPs. 2.5. Advantages and disadvantages of motivation are highlighted as per the SOPs.
3. Evaluate various leadership styles	3.1. Leadership is defined as per the SOPs. 3.2. Types of leadership styles are identified as per the SOPs. 3.3. Characteristics of good leaders are defined as per the SOPs.

<b>ELEMENT</b> These describe the key outcomes which make up workplace function.	<b>PERFORMANCE CRITERIA</b> These are assessable statements which specify the required level of performance for each of the elements. <i><b>Bold and italicized terms are elaborated in the Range</b></i>
	3.4. Leadership skills highlighted as per the SOPs. 3.5. Leadership issues in contemporary organization are underlined as per the SOPs.
4. Manage conflict and negotiations at work place	4.1. Familiarize with conflict and negotiations as per the SOPs. 4.2. Causes of conflicts in an organization are identified and defined as per the work place policies. 4.3. Conflict management is defined as per the SOPs. 4.4. <b><i>Conflict management methods</i></b> are applied as per the work place policies. 4.5. Advantages and disadvantages of benefits of conflict management are highlighted as per the work place policies.
5. Manage organization change and culture	5.1. Organization culture and change management is defined as per the SOPs. 5.2. Characteristics of organization culture are identified as per the SOPs. 5.3. <b><i>Types of organization culture</i></b> are defined as per the SOPs. 5.4. Methods of creating and sustaining organization culture are underlined as per the work place procedures. 5.5. Liabilities of organization culture are identified as per the work place procedures. 5.6. <b><i>Approaches to managing change</i></b> are applied as per the work place polices. 5.7. Resistance to change is established as per the work place procedures.

<b>ELEMENT</b> These describe the key outcomes which make up workplace function.	<b>PERFORMANCE CRITERIA</b> These are assessable statements which specify the required level of performance for each of the elements. <i><b>Bold and italicized terms are elaborated in the Range</b></i>
6. Manage groups and teams at the workplace	6.1. Groups and teams are defined as per the SOPs. 6.2. Group dynamics are identified as per the SOPs. 6.3. Stages of group and team development are highlighted as per the SOPs. 6.4. Effective teams are established as per the work place procedures. 6.5. Ways of managing groups and teams are identified as per work place procedures. 6.6. Barriers to effective groups and teams are highlighted as per the work place procedures. 6.7. Diversity at the work place is identified and managed as per the work place policies. 6.8. Advantages and disadvantages of groups and teams are highlighted as per the SOPs.
7. Manage perceptions, personalities and emotions in the work place	7.1. Terms are defined as per the SOPs. 7.2. Types of personalities are identified as per the SOPs. 7.3. Effect of perceptions, personalities and emotions to performance are established as per the SOPs. 7.4. Factors affecting perceptions, personalities and emotions are highlighted as per the work place procedures. 7.5. Importance of perceptions, personalities and emotions are established as per the SOPs. 7.6. Perceptions, personalities and emotions are managed as per the work place policies.
8. Manage values and attitudes in the work place	8.1. Values and attitudes are defined as per the SOPs. 8.2. Benefits of values and attitudes are identified as per the SOPs. 8.3. Effects of values and attitudes in the work place are highlighted as per the work place procedures. 8.4. Advantages and disadvantages of managing values and attitudes in the work place are identified as per the SOPs.

<b>ELEMENT</b>	<b>PERFORMANCE CRITERIA</b>
These describe the key outcomes which make up workplace function.	These are assessable statements which specify the required level of performance for each of the elements. <i><b>Bold and italicized terms are elaborated in the Range</b></i>
	8.5. Contemporary/emerging issues in the work place are identified as per the SOPs.
9. Managing work place <b>Stress</b>	9.1 Meaning of stress is highlighted as per the SOPs 9.2 Causes of stress are identified as per the work place practices 9.3 Types of stress are highlighted as per the SOPs 9.4 Negative and positive impact of stress are analysed as per the SOPs 9.5 Ways of managing stress in the work place are applied as per the work place policies.

## RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

<b>Variable</b>	<b>Range</b>
1. Theories of organization behaviour May include but not limited to:	<ul style="list-style-type: none"> <li>• Behavioural Organization Theories <ul style="list-style-type: none"> <li>• Human relations</li> <li>• Decision making</li> <li>• Servant leadership</li> </ul> </li> </ul>
2. Motivation theories May include but not limited to:	<ul style="list-style-type: none"> <li>• Maslow's hierarchy of need</li> <li>• Herzberg two factor theory</li> <li>• Vrooms expectancy</li> <li>• BF Skinners reinforcement theory</li> </ul>
3. Conflict management methods May include but not limited to:	<ul style="list-style-type: none"> <li>• Negotiations</li> <li>• Mediation</li> <li>• Conciliation</li> <li>• Diplomacy</li> <li>• Peace building</li> <li>• Arbitration</li> </ul>

	<ul style="list-style-type: none"> <li>• Avoidance</li> <li>• Collaborations</li> </ul>
4. Types of organization culture May include but not limited to:	<ul style="list-style-type: none"> <li>• Clan culture</li> <li>• Adhocracy</li> <li>• Market</li> <li>• Hierarchy</li> </ul>
5. Approaches to managing change May include but not limited to:	<ul style="list-style-type: none"> <li>• Kotter's change management theory.</li> <li>• Lewin's Change Management Model.</li> <li>• McKinsey 7 S Model</li> <li>• Nudge Theory</li> </ul>

## REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

### Required Skills

The individual needs to demonstrate the following skills:

- Interpersonal relations
- Communication
- Negotiations
- Critical thinking
- Data collection and reporting
- Presentation
- Conflict management
- Analytical

### Required Knowledge

The individual needs to demonstrate knowledge of:

- Theories of organization behavior
- Motivation theories
- Types of organization culture
- Approaches to managing change
- Conflict management methods
- Organization policies and procedures

## EVIDENCE GUIDE

<p>1. Critical aspects of Competency</p>	<p>Assessment requires evidences that the candidate</p> <ul style="list-style-type: none"> <li>1.1 Identified the importance of organization behaviour.</li> <li>1.2 Related theories of organization behaviour and the organization culture.</li> <li>1.3 Managed conflict at the work place.</li> <li>1.4 Identified methods of addressing resistance at the work place.</li> <li>1.5 Created effective teams that harnessed on the diversity of the team members.</li> <li>1.6 Provided mitigation methods to barriers of communication.</li> <li>1.7 Analysed factors that affect perceptions, personalities and emotions in an organization</li> <li>1.8 Described the effects of values and attitudes in the work place.</li> <li>1.9 Examined contemporary/emerging issues in the work place</li> </ul>
<p>Resource Implications for competence certification</p>	<p>The following resources should be provided:</p> <ul style="list-style-type: none"> <li>2.1 Access to relevant workplace where assessment can take place</li> <li>2.2 Appropriately simulated environment where assessment can take place</li> <li>2.3 Materials relevant to the proposed activity or tasks</li> </ul>
<p>3. Method of Assessment</p>	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> <li>3.1 Written questions</li> <li>3.2 Oral questions</li> <li>3.3 Observation</li> <li>3.4 Projects</li> <li>3.5 Review of portfolios</li> <li>3.6 Review of third party workplace reports</li> </ul>
<p>4. Context for Assessment</p>	<p>Assessment may be done in the workplace or in a simulated workplace setting (assessment centers)</p>



5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.
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## DEMONSTRATE MANAGEMENT OF HUMAN RESOURCES

UNIT CODE: HRM/OS/BUS/CC/02/6/A

### UNIT DESCRIPTION

This unit will cover the competencies required to demonstrate human resources management. It involves identifying the purpose of human resources management, understanding the evolution of human resources management, providing human resource support services and addressing emerging issues in human resources.

### ELEMENTS AND PERFORMANCE CRITERIA

<b>ELEMENT</b>	<b>PERFORMANCE CRITERIA</b>
These describe the key outcomes which make up workplace function.	These are assessable statements which specify the required level of performance for each of the elements. <b><i>Bold and italicized terms are elaborated in the Range</i></b>
1. Identify the purpose of human resources management	1.1 Human resources management is defined as per the SOPs. 1.2 Importance of human resources management is established as per the SOPs. 1.3 Human resources management contribution to organization performance is identified as per the SOPs. 1.4 Main activities, responsibilities and tasks of human resources management are highlighted as per the work place procedures. 1.5 Functions of human resources management are identified as per the SOPs. 1.6 <b><i>Theories of human resources management</i></b> and their relationship to HRM are defined as per the SOPs. 1.7 Principles of human resources management are underlined as per the SOPs. 1.8 <b><i>Personal qualities</i></b> needed for human resources practitioners work are outlined as per the SOPs.
2. Demonstrate understanding of evolution of human resources management	2.1 Stages of development since industrial evolution are familiarized with as per the SOPs. 2.2 Multi-disciplinary nature of human resources management is highlighted as per the SOPs.

<b>ELEMENT</b>	<b>PERFORMANCE CRITERIA</b>
These describe the key outcomes which make up workplace function.	These are assessable statements which specify the required level of performance for each of the elements. <b><i>Bold and italicized terms are elaborated in the Range</i></b>
	2.3 Emerging issues in human resource management are defined as per the SOPs.
3. Provide human resources support services	3.1 Human resource support services are identified as per the SOPs. 3.2 The organization structure of human resource department is drawn as per the work place activities. 3.3 Importance of human resource department is underlined as per the SOPs. 3.4 Evaluating performance of the human resources management function is carried out as per the SOPs.
4. Address emerging issues in human resources	4.1 Emerging issues in human resource are identified as per the SOPs. 4.2 Effects of emerging issues in human resources management are highlighted as per the SOPs. 4.3 Significant contemporary issues in human resource management are analysed and evaluated as per the work place procedures. 4.4 The <b><i>factors affecting the future of human</i></b> resources management is identified.

## RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

<b>Variable</b>	<b>Range</b>
1. Theories of human resources management may include but not limited to:	<ul style="list-style-type: none"> <li>• Human capital theory</li> <li>• Contingency theory</li> <li>• The Configurational theory</li> <li>• Resource based theory</li> </ul>

<p>2. Personal qualities for HR professionals may include but not limited to:</p>	<ul style="list-style-type: none"> <li>• Knowledge and expertise</li> <li>• Communication</li> <li>• Time management</li> <li>• Self-discipline</li> <li>• Trustworthy</li> <li>• Confidentiality</li> </ul>
<p>3. Factors affecting the future of human resource management May include but not limited to:</p>	<ul style="list-style-type: none"> <li>• Globalization</li> <li>• Technology</li> <li>• Professionalism</li> </ul>

## REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

### Required Skills

The individual needs to demonstrate the following skills:

- Interpersonal
- Communication
- Negotiations
- Critical thinking
- Strategic management
- Data collection and reporting
- Presentation

### Required Knowledge

The individual needs to demonstrate knowledge of:

- Enabling legislation that govern employment and the work place
- Organization policies, structures, processes, work standards skills and competencies
- Human resource support services
- Human resource evolution

## EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

<p>1. Critical aspects of Competency</p>	<p>Assessment requires evidences that the candidate:</p> <ul style="list-style-type: none"> <li>1.1 Identified the importance of human resources management in an organization.</li> <li>1.2 Described the main activities, responsibilities and tasks in human resource management.</li> <li>1.3 Analyzed the theories of human resources management, showing their relationship to HRM.</li> <li>1.4 Applied the principles of human resources management in handling human resource issues</li> <li>Described the of evolution of human resources management</li> <li>1.5 Identified the importance of human resource support services</li> </ul>
<p>Resource Implications for competence certification</p>	<p>The following resources should be provided:</p> <ul style="list-style-type: none"> <li>2.1 Access to relevant workplace where assessment can take place</li> <li>2.2 Appropriately simulated environment where assessment can take place</li> <li>2.3 Materials relevant to the proposed activity or tasks</li> </ul>
<p>3. Method of Assessment</p>	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> <li>3.1 Written questions</li> <li>3.2 Oral questions</li> <li>3.3 Observation</li> <li>3.4 Projects</li> <li>3.5 Review of portfolios</li> <li>3.6 Review of third party workplace reports</li> </ul>
<p>4. Context for Assessment</p>	<p>Assessment may be done in the workplace or in a simulated workplace setting (assessment centers)</p>
<p>5. Guidance information for assessment</p>	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.</p>

## **CORE UNITS OF COMPETENCIES**

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## INITIATE EMPLOYEE RESOURCING

UNIT CODE: HRM/OS/BUS/CR/01/6/A

### UNIT DESCRIPTION

This unit covers the competencies required to Initiate employee resourcing. It involves undertaking human resource planning, Conducting demand and supply forecasting to fill vacancies in the organization, coordinating job analysis, conducting recruitment and placements, carrying out succession planning and implementing employee - organization job fit and handling contemporary issues in employee resourcing human resource

### ELEMENTS AND PERFORMANCE CRITERIA

<b>ELEMENT</b> These describe the key outcomes which make up workplace function.	<b>PERFORMANCE CRITERIA</b> These are assessable statements which specify the required level of performance for each of the elements. <i><b>Bold and italicized terms are elaborated in the Range</b></i>
1. Undertake human resource planning	1.1 Human resource planning is defined as per the SOPs. 1.2 Determination of objectives of human resource planning is done as per the SOPs. 1.3 Current and future resource levels across the organization are assessed. 1.4 Human Resource demand and supply forecasting is done as per the organization guidelines. 1.5 Short-term and long-term recruitment plans are developed as per the organization procedures. 1.6 Strengths, gaps and needs are determined as per the work place procedures. 1.7 Recruitment solutions are implemented as per the work place procedures.
2. Conduct demand and supply forecasting to fill vacancies in the organization	2.1 The goals and strategies of the organization are articulated in demand and supply forecasting as per the organization vision and mission. 2.2 Number and type of employees the organization needs is forecasted based on organizations policies. 2.3 The current human capital in the organization is established.

<b>ELEMENT</b> These describe the key outcomes which make up workplace function.	<b>PERFORMANCE CRITERIA</b> These are assessable statements which specify the required level of performance for each of the elements. <i><b>Bold and italicized terms are elaborated in the Range</b></i>
	2.4 The number of vacancies in the organization are establish as per the organizations policies. 2.5 The number and type of employees needed in the future established based on organizations policies.
3. Coordinate job analysis	3.1 <i><b>Job analysis uses</b></i> are identified in line with the SOPs 3.2 <i><b>Techniques/methods</b></i> of job analysis are discussed as per the SOPs. 3.3 Job description and job specifications are defined as per the SOPs. 3.4 Job description and job specifications are developed as per the organizations policies. 3.5 Challenges of job analysis are identified as per the SOPs. 3.6 Job advertisements for the identified vacant positions are prepared as per the work place policies.
4. Conduct recruitment and placements	4.1 Recruitment plan ( <i><b>types of recruitment, methods of applications</b></i> ) and budget is developed as per the organizations policies. 4.2 Search committee/panel is selected and trained as per the organization procedures. 4.3 Advertisement is done as per the organizations procedures. 4.4 Applications are reviewed, and short listing is done as per the organizations procedures 4.5 Interviews are conducted as per the work place policies. 4.6 Selection is done as per the work place policies. 4.7 Appointments are done as per the work place policies 4.8 Negotiate terms of service/engagement as per the work place procedures 4.9 <i><b>Market forces</b></i> are scanned according to organization standards.



<b>ELEMENT</b> These describe the key outcomes which make up workplace function.	<b>PERFORMANCE CRITERIA</b> These are assessable statements which specify the required level of performance for each of the elements. <i><b>Bold and italicized terms are elaborated in the Range</b></i>
	4.10 Agreement reached as per the organizations procedures 4.11 An offer is made as per the organization procedures 4.12 Induction of the newly recruited employees is done as per the work place procedures. 4.13 Placements and deployments are done as per the work place policies.
5. Carry out succession planning	5.1 Succession planning policy is initiated as per the organization procedures. 5.2 Critical positions are identified as per the work place polices 5.3 The key competencies are identified as per the organizations succession planning guidelines. 5.4 Employees to be developed to fill the positions are identified according to organization procedures. 5.5 Capacity building programmes are developed as per the gaps identified. 5.6 Capacity building of the identified employees as per the organization procedures.
6. Implement employee - organization job fit	6.1 Job fit is used to optimise individual and teams as per the organization policies. 6.2 Ways of managing person –organization fit in organization is addressed as per the organization policies.
7. Handle contemporary issues in employee resourcing	7.1 Labour markets are scanned based on SOPs. 7.2 Flexibility at the work place is assessed as per the work place policies. 7.3 Services for human resource outsourcing are assesses as per the work place policies. 7.4 Opportunities for shared service centres are anlyzed as per the work place policies.

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## RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	Range
1. Techniques/methods of job analysis may include but not limited to:	<ul style="list-style-type: none"><li>• Observation</li><li>• Questionnaires</li><li>• Interview</li><li>• Work sampling</li><li>• Employee diary/log book</li></ul>
2. Job analysis uses may include but not limited to:	<ul style="list-style-type: none"><li>• Human resource planning</li><li>• Recruitment and selection</li><li>• Training and development</li><li>• Job evaluation</li><li>• HRIS</li><li>• Health and safety</li></ul>
3. Types of recruitment may include but not limited to:	<ul style="list-style-type: none"><li>• Internal sources</li><li>• External sources</li></ul>
4. Methods of application may include but not limited to:	<ul style="list-style-type: none"><li>• Hard copy applications</li><li>• Internal applications</li><li>• Employment agencies</li><li>• Referrals</li></ul>

## REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

### Required Skills

The individual needs to demonstrate the following skills:

- Decision making
- Critical analysis/analytical skills
- Communication
- Decision making

- Emotional intelligence
- Negotiations
- Computer application
- Listening
- Team building
- Leadership
- Time management
- Conflict management and resolutions
- Budgeting
- Interpersonal relations
- Crisis management
- Job analysis techniques

### Required Knowledge

The individual needs to demonstrate knowledge of:

- Human resource policies, guidelines and regulations
- Organization goals, objectives and strategies
- Vacancy identification and advertisement
- Budgeting
- Recruitment cycle
- Workplace induction
- Market segmentation

### EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

<p>1. Critical aspects of Competency</p>	<p>Assessment requires evidences that the candidate:</p> <p>1.1 Identified objectives of human resource planning.</p> <p>1.2 Developed human resource plans.</p> <p>1.3 Carried out a job analysis.</p> <p>1.4 Developed an advertisement for a vacant position in an organization</p> <p>1.5 Selected and rained the recruitment panel.</p> <p>1.6 Explained the recruitment process.</p>
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	<p>1.7 Demonstrated ability to link employees' induction to their duties, tasks and responsibilities.</p> <p>1.8 Undertake succession planning.</p> <p>1.9 Utilized the job fit to optimised on individuals and teams.</p>
2. Resource Implications for competence certification	<p>The following resources should be provided:</p> <p>2.2 Access to relevant workplace where assessment can take place</p> <p>2.2 Appropriately simulated environment where assessment can take place</p> <p>2.3 Materials relevant to the proposed activity or tasks</p>
3. Method of assessment	<p>Competency may be assessed through:</p> <p>4.3 Written questions</p> <p>4.4 Oral questions</p> <p>4.5 Observation</p> <p>4.6 Projects</p> <p>4.7 Review of portfolios</p> <p>4.8 Third party workplace reports</p>
4. Context for assessment	<p>Assessment may be done in the workplace or in a simulated workplace setting (assessment centers).</p>
5. Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.</p>

## COORDINATE PERFORMANCE MANAGEMENT

UNIT CODE: HRM/OS/BUS/CR/02/6/A

### UNIT DESCRIPTION

This unit specifies the competencies required to coordinate performance management within human resource function in an organization. It includes identifying organizational performance objectives, developing departmental and individual work plans, carrying out periodic appraisals, performing management of the reward and sanction, performance improvement programmes and explore alternative approaches to performance management

### ELEMENTS AND PERFORMANCE CRITERIA

<b>ELEMENT</b> These describe the key outcomes which make up workplace function.	<b>PERFORMANCE CRITERIA</b> These are assessable statements which specify the required level of performance for each of the elements. <i><b>Bold and italicized terms are elaborated in the Range</b></i>
1. Identify organizational performance objectives	1.1 Familiarize with the organization's mandate. 1.2 Deliverable objectives for the performance period and their respective activities identified in line with the strategic plan. 1.3 Output for each activity, its indicator are identified as per the organizations mandate (core business) and functions. 1.4 Documentation is done as per the work place policies.
2. Develop departmental and individual work plans	2.1 Respective departments prepare their work plans in line with the organizations strategic plan 2.2 Departmental objectives for the performance period are cascaded to individual employees. 2.3 Individuals set their targets and prepare their work plans in line with their departmental work plans.
3. Carry out periodic performance appraisal	3.1 <i><b>Appraisal intervals</b></i> are agreed upon as per the organization procedures. 3.2 Methods of appraisal are determined as per the work place policies 3.3 Appraisal is conducted according to organizations procedures.

<b>ELEMENT</b> These describe the key outcomes which make up workplace function.	<b>PERFORMANCE CRITERIA</b> These are assessable statements which specify the required level of performance for each of the elements. <i><b>Bold and italicized terms are elaborated in the Range</b></i>
	3.4 Continuous performance feedback is given based on the worker's performance. 3.5 Correction/performance interventions are initiated as per the work place policies.
4. Manage reward and under performance	4.1 Familiarize with the organization's rewards and sanctions policy. 4.2 <i><b>Types of rewards and sanctions</b></i> are determined in line with organization policy. 4.3 Performance indicators for the period are reviewed as per the work place policies. 4.4 Different categories of good performance are rewarded in line with the organization's policy. 4.5 Under performance is sanctioned in line with the organization's policy.
5. Initiate performance improvement programmes	5.1 <i><b>Performance improvement programmes</b></i> are identified as per the organization policies. 5.2 Individual employees whose performance has been sanctioned are identified as per the appraisal reports. 5.3 Identified employees are put on the performance improvement programmes as per the work place policies. 5.4 Employees performance is monitored and evaluated as per the organization policies.
6. Explore alternative approaches to performance management	6.1 <i><b>Alternative approaches</b></i> to performance management are identified as per the work place policies. 6.2 Assess the use of alternative approached to performance management as per the work place policies

## RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	Range
1. Appraisal intervals may include but not limited to:	<ul style="list-style-type: none"><li>• Monthly</li><li>• Quarterly</li><li>• Mid-year</li><li>• Annually</li></ul>
2. Types of rewards and sanctions May include but not limited to:	<ul style="list-style-type: none"><li>• Intrinsic</li><li>• Extrinsic</li><li>• Written sanctions</li><li>• Verbal sanctions</li><li>• Promotion withdrawal</li></ul>
3. Performance improvement programmes may include but not limited to:	<ul style="list-style-type: none"><li>• Mentoring</li><li>• Coaching</li><li>• Training</li></ul>
4. Alternative approaches to performance management may include but not limited to:	<ul style="list-style-type: none"><li>• Self-managed teams</li><li>• 360-degree feedback</li><li>• Self-assessment</li><li>• Informal feedback</li><li>• Other methods</li></ul>

## REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

### Required Skills

The individual needs to demonstrate the following skills:

- Observation
- Negotiation
- Interpersonal relations
- Computer application
- Report writing



- Communication
- Listening
- Decision making
- Critical analysis/analytical skills
- Emotional intelligence
- Team work
- Leadership
- Time management
- Conflict management and resolutions
- Crisis management

### Required Knowledge

The individual needs to demonstrate knowledge of:

- Performance management
- Organization mandate/core business/functions/roles
- Duties and responsibilities of job families in the organization
- Performance management tools
- Communication
- Team building

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### EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

<p>1. Critical aspects of Competency</p>	<p>Assessment requires evidences that the candidate:</p> <p>1.1 Set performance targets.</p> <p>1.2 Develop departmental and individual work plans in line with the organization strategic plan.</p> <p>1.3 Kept appraisal records for auditing purposes.</p> <p>1.4 Provided performance appraisal guidelines to the employees.</p> <p>1.5 Provide continues performance feedback during the appraisal period.</p> <p>1.6 Demonstrated organizational skills and teamwork.</p> <p>1.7 Administered performance rewards and sanctions.</p> <p>1.8 Explained the performance improvement programmes that an organization can administer</p>
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8.2 Resource Implications for competence certification	<p>The following resources should be provided:</p> <p>2.3 Access to relevant workplace where assessment can take place</p> <p>2.2 Appropriately simulated environment where assessment can take place</p> <p>2.3 Materials relevant to the proposed activity or tasks</p>
3. Method of Assessment	<p>Competency may be assessed through:</p> <p>3.1 Evaluation of the set performance targets</p> <p>3.2 Review of appraisal records</p> <p>3.3 Observation</p> <p>3.4 Written questions</p> <p>3.5 Oral questions</p> <p>3.6 Projects</p> <p>3.7 Review of portfolios</p> <p>3.8 Third party workplace reports</p>
<ul style="list-style-type: none"> <li>Context for assessment</li> </ul>	<p>Assessment may be done in the workplace or in a simulated workplace setting (assessment centers).</p>
<ul style="list-style-type: none"> <li>Guidance information for assessment</li> </ul>	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.</p>

## COORDINATE LEARNING AND DEVELOPMENT

UNIT CODE: HRM/OS/BUS/CR/03/6/A

### UNIT DESCRIPTION

This unit specifies the competencies required to coordinate learning and development in an organization. It involves carrying out training needs assessment, preparing capacity building programmes and calendar, conducting capacity building, coordinate coaching and mentoring programmes, and enhancing knowledge management, conducting training impact assessment, planning and reviewing learning and development programmes and Managing professional growth and career development in the workplace

### ELEMENTS AND PERFORMANCE CRITERIA

<b>ELEMENT</b> These describe the key outcomes which make up workplace function.	<b>PERFORMANCE CRITERIA</b> These are assessable statements which specify the required level of performance for each of the elements.  <i>Bold and italicized terms are elaborated in the Range</i>
1. Carry out training needs assessment	1.1 Organization objectives are identified according to SOPs. 1.2 <i>Functional units</i> within the organization identified according to SOPs. 1.3 <i>Training needs assessment tools</i> developed and disseminated according to SOPs. 1.4 Competencies within each function identified according to SOPs. 1.5 Performance appraisal reports reviewed as per the performance appraisal guidelines. 1.6 Gaps in the performance appraisal report identified as per the SOPs. 1.7 Training needs assessment report prepared as per the SOPs.
2. Prepare capacity building programmes and calendar	2.1 Training requirements for each functional unit determined as per the SOPs. 2.2 The training programme that will bridge the gap identified as per the SOPs. 2.3 Training objectives determined as per the SOPs.

<b>ELEMENT</b> These describe the key outcomes which make up workplace function.	<b>PERFORMANCE CRITERIA</b> These are assessable statements which specify the required level of performance for each of the elements.  <i><b>Bold and italicized terms are elaborated in the Range</b></i>
	2.4 <i><b>Training methods</b></i> identified -Who, when, where, what and why Resource persons and venue identified as per the SOPs. 2.5 Budgetary allocation for training and development determined as per the SOPs. 2.6 The training calendar is drawn as per the SOPs.
<b>3. Conduct capacity building</b>	3.1 Training calendar is communicated to the employees and resource persons as per the SOPs. 3.2 Training manuals prepared according to the training programmes identified. 3.3 Training is conducted as per the SOPs and professional body. 3.4 Monitoring and evaluation of the training is done and changes initiated as per the identified needs.
<b>4. Coordinate coaching and mentoring programmes</b>	4.1 Goals, objectives and duration identified as per the SOPs. 4.2 Individuals who require mentoring and coaching identified and selected as per the SOPs. 4.3 Coaches and mentors identified as per the SOPs. Coaching and mentoring conducted as per the SOPs. 4.4 Monitoring, evaluation and reporting done as per the SOPs.
<b>5. Enhance knowledge management in the work place.</b>	5.1 Training and development reports are received and compiled. 5.2 Coaching and mentoring evaluation reports are received and compiled. 5.3 Reports are uploaded in the data base as per the SOPs.

<b>ELEMENT</b> These describe the key outcomes which make up workplace function.	<b>PERFORMANCE CRITERIA</b> These are assessable statements which specify the required level of performance for each of the elements.  <i><b>Bold and italicized terms are elaborated in the Range</b></i>
6. Conduct training impact assessment	6.1 Training impact assessment objectives are identified according to SOPs. 6.2 <i><b>Training impact assessment tools</b></i> developed and disseminated according to SOPs. 6.3 Training impact assessment report prepared as per the SOPs
7. Review training and development programmes	7.1 Recommendations in the training reports compiled as per the SOPs. 7.2 Training programmes reviewed as per the recommendations in the training reports.
8. Manage professional growth and career development in the workplace.	8.1 Personal training needs are assessed and identified in line with the requirements of the job. 8.2 <i><b>Training and career opportunities</b></i> are identified and availed based on job requirements. 8.3 Resources for training are mobilized and allocated based organizations skills needs. 8.4 Licensees and certifications relevant to job and career are obtained and renewed. 8.5 Personal growth is pursued towards improving the qualifications set for the profession. 8.6 Work priorities and commitments are managed based on requirement of the job and workplace policy. 8.7 Recognitions are sought as proof of career advancement in line with professional requirements

## RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	Range
1. Functional units may include but not limited to:	<ul style="list-style-type: none"> <li>• Finance</li> <li>• Administration</li> <li>• Human resource</li> <li>• Supply chain management services</li> <li>• Accounts</li> <li>• Sales and marketing</li> </ul>
2. Training needs assessment tools may include but not limited to:	<ul style="list-style-type: none"> <li>• Questionnaires</li> <li>• Surveys</li> <li>• Performance appraisal reports</li> <li>• Interviews schedules</li> <li>• Accident reports records</li> <li>• Complains register</li> </ul>
3. Training impact assessment tools may include but not limited to:	<ul style="list-style-type: none"> <li>• Individual training reports</li> <li>• Monitoring and evaluation reports</li> <li>• Coaching and mentoring reports</li> </ul>
4. Training methods may include but not limited to:	<ul style="list-style-type: none"> <li>• Simulation</li> <li>• Lecture</li> <li>• Demonstration</li> <li>• Role play</li> <li>• Project</li> <li>• Case studies</li> <li>• Exchange programmes</li> </ul>

## REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

### Required Skills

The individual needs to demonstrate the following skills:

- Communication

- Data analysis and presentation
- Listening
- Organizational
- Team building
- Leadership
- Time management
- Conflict management and resolutions
- Budgeting
- Decision making
- Emotional intelligence
- Interpersonal Relations
- Crisis management,
- Analytical
- Data analysis and presentation
- Public relations
- Negotiation
- Computer application
- Operations of the organization

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### **Required Knowledge**

The individual needs to demonstrate knowledge and understanding of:

- Emerging issues
- SOP
- Work place procedures
- Human resource procedures and manuals
- Management functions
- Work Planning and documentation
- Human resource legislations, policies and regulations
- Development and administration of data collection tools
- Training principles
- Legislations that impact on training
  - Industrial training Act
  - TVET Act

### **EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

<p>1. Critical aspects of Competency</p>	<p>Assessment requires evidences that the candidate:</p> <ul style="list-style-type: none"> <li>1.1 Identified organizational learning and development objectives.</li> <li>1.2 Developed learning and development programmes and calendars.</li> <li>1.3 Develop training needs assessment and training impact assessment tools.</li> <li>1.4 Administered the TNA tools, analysed and wrote reports.</li> <li>1.5 Conducted training professionally and following the training cycle</li> <li>1.6 Coordinated coaching and mentoring.</li> </ul>
<p>2. Resource Implications for competence certification</p>	<p>The following resources should be provided:</p> <ul style="list-style-type: none"> <li>2.1 Access to relevant workplace where assessment can take place</li> <li>2.2 Appropriately simulated environment where assessment can take place</li> <li>2.3 Materials relevant to the proposed activity or tasks</li> </ul>
<p>3. Method of assessment</p>	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> <li>3.1 Written questions</li> <li>3.2 Oral questions</li> <li>3.3 Observation</li> <li>3.4 Projects</li> <li>3.5 Review of portfolios</li> <li>3.6 Third party workplace reports</li> </ul>
<p>4. Context for assessment</p>	<p>Assessment may be done in the workplace or in a simulated workplace setting (assessment centers).</p>
<p>5. Guidance information for assessment</p>	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.</p>



## PREPARE HUMAN RESOURCE BUDGETS

**UNIT CODE:** HRM/OS/BUS/CR/04/6/A

### UNIT DESCRIPTION

This unit specifies the competencies required to prepare human resource budget. It involves budgeting for the HR Function activities, aligning operations to financial regulations and maintaining financial records.

### ELEMENTS AND PERFORMANCE CRITERIA

<b>ELEMENT</b> These describe the key outcomes which make up workplace function.	<b>PERFORMANCE CRITERIA</b> These are assessable statements which specify the required level of performance for each of the elements. <i><b>Bold and italicized terms are elaborated in the Range</b></i>
1. Budget for the Human Resource Function activities	1.1 Budgeting cycle identified as per the organization procedures. 1.2 Human resource functions and activities to be funded are identified. 1.3 Prior budget reviewed as per the organization guidelines. 1.4 Consolidated function and activities costed as per the SOPs. 1.5 Budget is drawn as per the organizations procedures. 1.6 Areas of flexibility in the budget identified. 1.7 Budget support/funding sought. 1.8 Funds are disbursed. 1.9 Budget implementation monitored, evaluated and reported.
2. Align operations to financial regulations	2.1 Familiarize with the <i><b>financial regulations</b></i> 2.2 Familiarize with the <i><b>Human Resource financial operations</b></i> 2.3 Tools for reviewing financial operations are developed and administered 2.4 Operation processes requiring adjustments are identified and documented. 2.5 Recommendations are made to the management 2.6 Management decisions on alignment are implemented

<b>ELEMENT</b>	<b>PERFORMANCE CRITERIA</b>
These describe the key outcomes which make up workplace function.	These are assessable statements which specify the required level of performance for each of the elements. <b><i>Bold and italicized terms are elaborated in the Range</i></b>
	2.7 Implementation is monitored, evaluated and reported.
3. Maintain financial records	3.1 Familiarize with organization <b><i>financial records</i></b> . 3.2 Financial records policies are initiated as per the SOPs 3.3 Financial records are sorted and classified in lines with the SOPs. 3.4 Financial records are coded in line with the SOPs. 3.5 Financial records are stored in line with the SOPs. 3.6 Financial records are cleansed and back-up created in line with the SOPs. 3.7 Financial records are appraised and obsolete records are disposed in line with the SOPs.

## RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

<b>Variable</b>	<b>Range</b>
1. Financial regulations may include but not limited to:	<ul style="list-style-type: none"> <li>• Financial Management Act</li> <li>• Financial regulations</li> </ul>
2. Financial records may include but not limited to:	<ul style="list-style-type: none"> <li>• <b><i>Cash books</i></b></li> <li>• Ledgers</li> <li>• Receipt books</li> </ul>
3. Human resource financial operations may include but not limited to:	<ul style="list-style-type: none"> <li>• Personal emoluments</li> <li>• Training and development</li> <li>• Welfare</li> <li>• Statutory deductions and remittances</li> </ul>

## REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

## Required Skills

The individual needs to demonstrate the following skills:

- Interpersonal.
- Communication.
- Negotiations.
- Critical thinking.
- Financial management.
- Data collection and reporting.
- Presentation.
- Numeracy.
- Resource mobilization.
- Reporting.

## Required Knowledge

The individual needs to demonstrate knowledge of:

- Enabling legislation governing financial management.
- Financial management.
- Organization policies and budgeting processes

## EVIDENCE GUIDE

1. Critical aspects of Competency	Assessment requires evidences that the candidate demonstrated ability to: 1.1 Drew human resource budgets. 1.2 Identified human resource activities to be funded. 1.3 Costed human resource activities. 1.4 Classified and maintained financial records. 1.5 Appraised and disposed obsolete records. 1.6 Kept financial records as stipulated by financial regulations.
2. Resource Implications for competence certification	The following resources should be provided: 2.1 Access to relevant workplace where assessment can take place 2.2 Appropriately simulated environment where assessment can take place 2.3 Materials relevant to the proposed activity or tasks

3. Method of Assessment	Competency may be assessed through: 3.1 Written questions 3.2 Oral questions 3.3 Observation 3.4 Projects 3.5 Review of portfolios 3.6 Review of third party workplace reports
4. Context for Assessment	Assessment may be done in the workplace or in a simulated workplace setting (assessment centers).
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

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## UNDERTAKE BUSINESS COMMUNICATION

**UNIT CODE:** HRM/OS/BUS/CR/05/6/A

### UNIT DESCRIPTION

This unit specifies the competencies required to undertake business communication. It involves handling correspondences, maintaining human resource records, aligning response time to service charter, safeguarding confidentiality of information, managing communication on social media platforms, managing meeting and report writing at the work place

### ELEMENTS AND PERFORMANCE CRITERIA

<b>ELEMENT</b> These describe the key outcomes which make up workplace function.	<b>PERFORMANCE CRITERIA</b> These are assessable statements which specify the required level of performance for each of the elements. <i><b>Bold and italicized terms are elaborated in the Range</b></i>
1. Handle correspondances at the workplace	1.1 Familiarize with the human resource manual on correspondence. 1.2 Incoming and outgoing mails are obtained in line with the SOPs. 1.3 Correspondence sorted and <i><b>action taken</b></i> in line with the SOPs.
2. Maintain human resource records	2.1 Familiarize with organization record management policies where available. 2.2 Record management policies are initiated as per the organization procedures. 2.3 Records are sorted and classified in lines with the SOPs. 2.4 Records are indexed in line with the SOPs. 2.5 Records are stored in line with the SOPs. 2.6 Records back-up is created in line with the SOPs. 2.7 Records are appraised and obsolete records are disposed in line with the SOPs.

<b>ELEMENT</b> These describe the key outcomes which make up workplace function.	<b>PERFORMANCE CRITERIA</b> These are assessable statements which specify the required level of performance for each of the elements. <i><b>Bold and italicized terms are elaborated in the Range</b></i>
3. Align response time to service charter	3.1 Familiarize with the organization service charter. 3.2 Response to correspondences is done in line with the service charter. 3.3 Record retrieval is done in line with service charter.
4. Safeguard confidentiality of information	4.1 Familiarize with the organization policy on confidentiality of information. 4.2 <i><b>Physical securing</b></i> of records and correspondences is done. 4.3 Monitor how records and correspondences in circulation are handled within the organization. 4.4 Sensitize employees on safeguarding confidentiality of information and records. 4.5 Regular tracing of records and correspondences is done in line with the SOPs.

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<p><b>ELEMENT</b></p> <p>These describe the key outcomes which make up workplace function.</p>	<p><b>PERFORMANCE CRITERIA</b></p> <p>These are assessable statements which specify the required level of performance for each of the elements.  <b><i>Bold and italicized terms are elaborated in the Range</i></b></p>
<p>5. Manage communication on social media platforms</p>	<p>5.1 Organization human resource social media requirements are identified.</p> <p>5.2 Initiate development and review of social media policies and procedures components on human resource.</p> <p>5.3 Select the social media platforms that meet the needs of the organization.</p> <p>5.4 Source for content, both internal and external, for use on social media platforms.</p> <p>5.5 Create opportunities to attract social media users.</p> <p>5.6 Respond to customers in timely manner directing them to relevant information as required according to social media policies and procedures.</p> <p>5.7 Update of the social media account to maximise effectiveness.</p> <p>5.8 Enforce adherence to legal and ethical practices.</p> <p>5.9 Track social media activities using <b><i>social media monitoring tools</i></b>.</p> <p>5.10 Report the social media engagements to management for implementation.</p>
<p>6. Manage meetings at the work place</p>	<p>6.1 Minute taking is defined as per the SOPs</p> <p>6.2 Types of meetings are highlighted as per the SOPs</p> <p>6.3 <b><i>Structure of meetings</i></b> are identified as per the SOPs</p>
<p>7. Write work place reporting</p>	<p>7.1 Report writing is defined as per the SOPs.</p> <p>7.2 Importance of reports in human resource function is emphasized as per the SOPs.</p> <p>7.3 Forms and types of reports are described as per the SOPs</p> <p>7.4 Reports formats are identified as per the SOPs</p> <p>7.5 Reports preparation is done as per the SOPs.</p>

## RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

Variable	Range
1. Action taken may include but not limited to:	<ul style="list-style-type: none"><li>• Indexing</li><li>• Photocopy for circulation</li><li>• Filing</li><li>• Recording</li><li>• Taking to officer for action</li></ul>
2. Physical securing may include but not limited to:	<ul style="list-style-type: none"><li>• Lock and key</li><li>• Reinforced storage</li><li>• Fireproofing</li><li>• Lockable cabinets</li><li>• Restricted access</li></ul>
3. Social media monitoring tools may include but not limited to:	<ul style="list-style-type: none"><li>• Twitter counter</li><li>• Hootsuite</li><li>• Klout</li><li>• Buzzlogix</li><li>• Digimind</li></ul>
4. Structure of meetings may include but not limited to:	<ul style="list-style-type: none"><li>• Notice</li><li>• Agenda</li><li>• Preparation of other relevant documents</li><li>• Minute formats</li></ul>

## REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

### Required Skills

The individual needs to demonstrate the following skills:

- Communication
- Data analysis and presentation
- Listening
- Organizational



- Leadership
- Time management
- Conflict management and resolutions
- Budgeting
- Decision making
- Emotional intelligence
- Interpersonal Relations
- Crisis management
- Analytical skills
- Data analysis and presentation
- Public relations
- Negotiation
- Computer
- SOP
- Operations of the organization
- Emerging issues.
- Record management
- Reading

### **Required Knowledge**

The individual needs to demonstrate knowledge and understanding of:

- Work place procedures
- Human resource procedures and manuals
- Record Management function
- Work Planning and documentation
- Dispute resolution process
- Legislations, policies and regulations
- Communication processes
- Negotiations
- Interpersonal relations
- ICT
- Emotional intelligence
- Social media use

### **EVIDENCE GUIDE**

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical aspects of Competency	<p>Assessment requires evidences that the candidate:</p> <ul style="list-style-type: none"> <li>1.1 Handled incoming and outgoing mails.</li> <li>1.2 Sorted correspondence and took necessary action.</li> <li>1.3 Maintain human resource records.</li> <li>1.4 Align response time to service charter.</li> <li>1.5 Safeguarded confidentiality of information.</li> <li>1.6 Managed communication on social media platforms.</li> <li>1.7 Updated social media accounts.</li> </ul>
2. Resource Implications for competence certification	<p>The following resources should be provided:</p> <ul style="list-style-type: none"> <li>2.1 Access to relevant workplace where assessment can take place</li> <li>2.2 Appropriately simulated environment where assessment can take place</li> <li>2.3 Materials relevant to the proposed activity or tasks</li> </ul>
3. Method of assessment	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> <li>3.1 Written questions</li> <li>3.2 Oral questions</li> <li>3.3 Observation</li> <li>3.4 Projects</li> <li>3.5 Review of portfolios</li> <li>3.6 Review of third party workplace reports</li> </ul>
4. Context for assessment	<p>Assessment may be done in the workplace or in a simulated workplace setting (assessment centers).</p>
5. Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.</p>

## MANAGE EMPLOYEE RELATIONS

**UNIT CODE:** HRM/OS/BUS/CR/06/6/A

### UNIT DESCRIPTION

This unit specifies the competencies required to manage employee relations. It involves Identifying the nature and importance of employee relations, managing Collective Bargaining (CB) System. engaging trade unions in negotiations, enforcing compliance with stipulated Occupational Health and Safety (OHS) standards, initiating employee grievances and disputes resolution mechanism and coordinating employee's welfare programmes

### ELEMENTS AND PERFORMANCE CRITERIA

<b>ELEMENT</b> These describe the key outcomes which make up workplace function.	<b>PERFORMANCE CRITERIA</b> These are assessable statements which specify the required level of performance for each of the elements. <i><b>Bold and italicized terms are elaborated in the Range</b></i>
1. Identifying the nature and importance of employee relations	1.1 Meaning of employee relations is identified as per the SOPs. 1.2 Elements of employee relations are highlighted as per the SOPs. 1.3 Scope of employee relation is analysed as per the SOPs. 1.4 Importance of employee relations is underlined as per the SOPs. 1.5 Employee relations is distinguishing from industrial relations. 1.6 The importance/role of employee in management of organizations.
2. Managing Collective Bargaining (CB)	2.1 Collective bargaining is defined as per the SOPs. 2.2 Types of collective bargaining in employee relations are analysed as per the SOPs 2.3 Contents of collective bargaining agreement are discussed as per the SOPs 2.4 Conditions for success in CB are identified as per the SOPs 2.5 Challenges facing CB are

<b>ELEMENT</b> These describe the key outcomes which make up workplace function.	<b>PERFORMANCE CRITERIA</b> These are assessable statements which specify the required level of performance for each of the elements. <i><b>Bold and italicized terms are elaborated in the Range</b></i>
3. Carry out career progression in line with career guidelines	3.1 Identify establishment in the organization. 3.2 Qualifications are identified based on career progression as per the <i><b>career progression manual</b></i> . 3.3 Vacancies are advertised as per the SOPs. 3.4 Recruitment and promotion process is carried as per SOPs.
4. Engage trade unions in negotiations	4.1 Unionizable employees in Unions are identified in line with SOPs. 4.2 Legislations and regulations governing engagement with trade unions are identified. 4.3 Purposes and objectives of negotiations are identified. 4.4 Proposals and offers are prepared by the negotiating parties. 4.5 Agreement reached, and the contract prepared and signed. 4.6 Collective Bargaining Agreements negotiations and signing are done as per the SOPs.
5. Enforce compliance with stipulated Occupational Health and Safety (OHS) standards	5.1 Provision in legislations and regulation and conventions are identified. 5.2 Budgetary allocations are made as per the SOPs. 5.3 Procurement and issue is done as per the SOPs. 5.4 <i><b>Relevant committees</b></i> (human resource management advisory committee, performance appraisal committee, safety and health committee) are formed. 5.5 Health and safety training conducted. 5.6 Safety audit carried out and reports done as per the organization procedures.

<b>ELEMENT</b> These describe the key outcomes which make up workplace function.	<b>PERFORMANCE CRITERIA</b> These are assessable statements which specify the required level of performance for each of the elements. <i><b>Bold and italicized terms are elaborated in the Range</b></i>
6. Initiate employee grievances and disputes resolution mechanism	6.1 Legislations, regulations, agreements, policies, guidelines and manuals are identified. 6.2 Grievances and disputes are received and analysed. 6.3 Recommendations are made to management. 6.4 Decisions by management are implemented.
7. Coordinate employees welfare programmes	7.1 Employee welfare program are defined as per the SOPs. 7.2 Goals and objectives of each programme are articulated as per the work place policies. 7.3 Employees welfare programmes are run in line with SOPs.

## **RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

<b>Variable</b>	<b>Range</b>
1. Relevant committees include but not limited to:	<ul style="list-style-type: none"> <li>• Human resource management advisory committee</li> <li>• Performance appraisal committee</li> <li>• Safety and health committee</li> </ul>

## **REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

### **Required Skills**

The individual needs to demonstrate the following skills:

- Communication
- Negotiation
- Decision making

- Conflict management and resolutions
- Budgeting
- Leadership
- Time management
- Emotional intelligence
- Interpersonal relations
- Crisis management
- Listening
- Organizational
- Analytical skills
- Public relations
- Computer
- Data analysis and presentation
- SOP
- Operations of the organization
- Emerging issues.

### Required Knowledge

The individual needs to demonstrate knowledge and understanding of:

- Work place procedures
- Human resource procedures and manuals
- Management functions
- Work Planning and documentation
- Dispute resolution procedures
- Human resource legislations, policies and regulations
- ICT
- Interpersonal relations
- Emotional intelligence
- Leadership and management

### EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical aspects of Competency	Assessment requires evidences that the candidate: 1.1 Highlighted the contents of a human resource manuals and guidelines.
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	<p>1.2 Developed human resource manuals and guidelines.</p> <p>1.3 Demonstrated the ability to carry out career progression in line with career guidelines.</p> <p>1.4 Explained the process of engaging trade unions in negotiations.</p> <p>1.5 Complied with the stipulated health and safety standards.</p> <p>1.6 Identified the major causes of employees ‘grievances and disputes.</p> <p>1.7 Identified employees welfare programmes.</p> <p>1.8 Coordinate employees’ welfare programmes.</p>
2. Resource Implications for competence certification	<p>The following resources should be provided:</p> <p>2.1 Access to relevant workplace where assessment can take place</p> <p>2.2 Appropriately simulated environment where assessment can take place</p> <p>2.3 Materials relevant to the proposed activity or tasks</p>
3. Method of assessment	<p>Competency may be assessed through:</p> <p>3.1 Written questions</p> <p>3.2 Oral questions</p> <p>3.3 Observation</p> <p>3.4 Projects</p> <p>3.5 Review of portfolios</p> <p>3.6 Review of third party workplace reports</p>
4.Context for assessment	<p>Assessment may be done in the workplace or in a simulated workplace setting (assessment centers).</p>
5.Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.</p>

## MANAGE EMPLOYEE REWARDS

**UNIT CODE:** HRM/OS/BUS/CR/07/6/A

### UNIT DESCRIPTION

This unit specifies the competencies required to manage employee rewards. It involves processing employee remuneration, carrying out job evaluation, administering wages and salary of employees, managing insurance covers and claims and undertaking payroll audits

### ELEMENTS AND PERFORMANCE CRITERIA

<b>ELEMENT</b>	<b>PERFORMANCE CRITERIA</b>
<p>These describe the key outcomes which make up workplace function.</p>	<p>These are assessable statements which specify the required level of performance for each of the elements.</p> <p><i><b>Bold and italicized terms are elaborated in the Range</b></i></p>
<p>1. Process employee remuneration</p>	<p>1.1 Reward management is defined according to SOPs.</p> <p>1.2 Terms related to employee reward management are defined according to SOPs</p> <p>1.3 Objectives of reward management in an organization are highlighted as per the work place policies.</p> <p>1.4 Types of employee rewards are described as per the work place policies.</p> <p>1.5 Components of employee remuneration are highlighted.</p> <p>1.6 Factors influencing employee remuneration and adjustment of salaries by an organization are analysed as per the workplace polies</p> <p>1.7 Wage rate determination is analysed as per the work place polies.</p> <p>1.8 Importance of employee remuneration is underlined as per the SOPs.</p>
<p>2. Carry out job evaluation</p>	<p>2.1 Job evaluation meaning is explained as per the SOPs</p> <p>2.2 The purpose of job evaluation is highlighted as per the SOPs</p> <p>2.3 Methods of carrying out job evaluation are identified as per the SOPs.</p> <p>2.4 Factors to consider when selecting appropriate method of job evaluation are identified as per the work place procures.</p>



<b>ELEMENT</b> These describe the key outcomes which make up workplace function.	<b>PERFORMANCE CRITERIA</b> These are assessable statements which specify the required level of performance for each of the elements. <i><b>Bold and italicized terms are elaborated in the Range</b></i>
	2.5 Advantages and disadvantages of job evaluation methods are listed as per the SOPs.
3. Administer wages and salary of employees	3.1 Familiarize with the organizations' salary and benefits, human resource policies and manuals. 3.2 Salary levels of joining or promoted of employees is determined as per the work place policies. 3.3 Salary budgets prepared as per the work place procedures General and individual salary reviews. 3.4 Steps in remuneration processing are identified. 3.5 Employee payroll data updated as per the SOPs. 3.6 <b>Statutory and voluntary deduction</b> effected on the payroll in line with legislations, third party contracts and agreements. 3.7 Payroll is run and payroll by-products produced as per the employees' records. 3.8 Payroll by-products submitted to Accounts for disbursement and remittance. 3.9 Salary controls measures are instituting as per the work place polies.
4. Manage insurance covers and claims	4.1 Organization insurance needs and requirements are identified and assessed in line with SOPs. 4.2 Insurance providers are identified as per the SOPs. 4.3 Insurance quotations are obtained as per the SOPs. 4.4 Adequate insurance policies and covers are acquired as per the SOPs. 4.5 Insurance claims received and processed in line with SOPs.
5. Undertake payroll audits	5.1 Payroll cleansing is defined as per the SOPs. 5.2 Payroll data to be cleansed are identified as per the organization policy. 5.3 Primary data collected as per the work place polices. 5.4 Payroll data and primary data are compared.

<b>ELEMENT</b>	<b>PERFORMANCE CRITERIA</b>
These describe the key outcomes which make up workplace function.	These are assessable statements which specify the required level of performance for each of the elements. <i><b>Bold and italicized terms are elaborated in the Range</b></i>
	5.5 Discrepancies identified and amended as per the organization procedures. 5.6 Communication within the human resource department is performed.

## **RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

<b>Variable</b>	<b>Range</b>
1. Statutory and voluntary deduction may include but not limited to:	<ul style="list-style-type: none"> <li>• NHIF</li> <li>• NSSF</li> <li>• PAYE</li> <li>• HELB</li> <li>• WCPS</li> <li>• Third party</li> </ul>

## **REQUIRED SKILLS AND KNOWLEDGE**

This section describes the skills and knowledge required for this unit of competency.

### **Required Skills**

The individual needs to demonstrate the following skills:

- Communication,
- Data analysis and presentation
- Listening, Organizational
- Team building
- Leadership
- Time management
- Conflict management and resolutions
- Budgeting

- Decision making
- Emotional intelligence
- Interpersonal Relations
- Crisis management
- Analytical skills
- Data analysis and presentation
- Public relations
- Negotiation
- Computer
- SOP
- Operations of the organization
- Emerging issues

### **Required Knowledge**

The individual needs to demonstrate knowledge and understanding of:

- Work place procedures
- Work place procedures
- Human resource procedures and manuals
- Management functions
- Work Planning and documentation
- Dispute resolution procedures
- Legislations, policies and regulations
- Numeracy
- ICT
- Management
- Interpersonal relations
- Emotional intelligence

## EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical aspects of Competency	Assessment requires evidences that the candidate: 1.1 Processed employees' salaries wages and benefits. 1.2 Calculated and effected statutory and voluntary deductions. 1.3 Engaged insurance providers in negotiations. 1.4 Processed insurance claims.
2. Resource Implications for competence certification	The following resources should be provided: 2.1 Access to relevant workplace where assessment can take place 2.2 Appropriately simulated environment where assessment can take place 2.3 Materials relevant to the proposed activity or tasks
3. Method of assessment	Competency may be assessed through: 3.1 Written questions 3.2 Oral questions 3.3 Observation 3.4 Projects 3.5 Review of portfolios 3.6 Review of third party workplace reports
4. Context for assessment	Assessment may be done in the workplace or in a simulated workplace setting (assessment centers).
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

## COORDINATE ORGANIZATIONAL DEVELOPMENT

**UNIT CODE:** HRM/OS/BUS/CR/08/6/A

### UNIT DESCRIPTION

This unit specifies the competencies required to coordinate organizational development. It involves reviewing the existing work standards, reviewing the organization structure, monitoring changing trends in the market place, identifying and implementing productivity improvement methods, facilitating change management at the workplace, building a high performance culture and developing knowledge management

### ELEMENTS AND PERFORMANCE CRITERIA

<b>ELEMENT</b> These describe the key outcomes which make up workplace function.	<b>PERFORMANCE CRITERIA</b> These are assessable statements which specify the required level of performance for each of the elements. <i><b>Bold and italicized terms are elaborated in the Range</b></i>
1. Review the existing work standards	1.1 Familiarize with the work standards in the organization. 1.2 Tools for reviewing are developed and administered based on work place polices 1.3 Work standards to be reviewed are identified and documented as per the work place polices.
2. Review the organization structure	2.1 Familiarize with the organizational structures in use by the organization. 2.2 Tools for reviewing are developed and administered 2.3 Components of the structure requiring adjustments are identified and documented. 2.4 Recommendations are made to the managements.
3. Monitor changing trends in the market place	3.1 Market segment is identified. 3.2 Lead Players in that market segment are identified. 3.3 Familiarize with the scope of organization in the market segment. 3.4 <i><b>Bench mark operations</b></i> against the lead players in the market. 3.5 <i><b>Market trends</b></i> are identified and documented.

<b>ELEMENT</b> These describe the key outcomes which make up workplace function.	<b>PERFORMANCE CRITERIA</b> These are assessable statements which specify the required level of performance for each of the elements. <i><b>Bold and italicized terms are elaborated in the Range</b></i>
	3.6 Report prepared and recommendation given to management.
4. Identify and implement productivity improvement methods	4.3 Familiarize with the market trend report and recommendations. 4.4 Existing productivity gaps are established. 4.5 Productivity improvement methods are identified. 4.6 Improvement methods are effected.
5. Facilitate change management at the workplace	5.1 Change management is defined 5.2 Changes to the organization operations are identified 5.3 Barriers to change and them mitigation measures are identified. 5.4 Short term and long-term strategies and deliverables are identified. 5.5 Change to be effected is communicated to the affected, their views sought and incorporated to the strategies and deliverables where applicable. 5.6 Change agents are identified and capacity built. 5.7 Barriers of change management are identified according to work place procedures. 5.8 Monitor, evaluate and report on the change management.

<b>ELEMENT</b> These describe the key outcomes which make up workplace function.	<b>PERFORMANCE CRITERIA</b> These are assessable statements which specify the required level of performance for each of the elements. <i><b>Bold and italicized terms are elaborated in the Range</b></i>
6. Build a high performance culture	6.1 High performance culture is defined 6.2 Organization culture reviewed and preferred culture defined. 6.3 Business goals clarified 6.4 Employee responsibility defined as per organization procedures 6.5 Preferred culture is inculcated as per organizational values 6.6 Employee continuous improvement encouraged/facilitated 6.7 Foster work environment conducive for creativity and innovation
7. Develop a knowledge Management system	7.1 <i><b>knowledge Management System</b></i> defined. 7.2 The needs of an organization for a knowledge management system are identified. 7.3 The functionality of the data base is determined 7.4 The components of the data based are determined 7.5 Software that meets the needs of the organization is sourced for and procured. 7.6 Data on the knowledge that employees possess is identified, collated and documented. 7.7 Data on the knowledge that employees possess is uploaded.

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

<b>Variable</b>	<b>Range</b>
1. Bench mark operations may include but not limited to:	<ul style="list-style-type: none"> <li>• Product.</li> <li>• Services.</li> </ul>

	<ul style="list-style-type: none"> <li>• Processes.</li> <li>• Methods.</li> </ul>
<p>2. Market trends May include but not limited to:</p>	<ul style="list-style-type: none"> <li>• Consumer behaviour.</li> <li>• Investment opportunities.</li> <li>• Segments</li> </ul>
<p>3. Knowledge Management System May include but not limited to:</p>	<ul style="list-style-type: none"> <li>• Content management system.</li> <li>• Document management system.</li> <li>• Decision support system.</li> <li>• Data warehousing.</li> <li>• Artificial intelligence tools.</li> </ul>

## REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

### Required Skills

The individual needs to demonstrate the following skills:

- Interpersonal
- Communication
- Negotiations
- Critical thinking
- Strategic management
- Data collection and reporting
- Presentation

### Required Knowledge

The individual needs to demonstrate knowledge of:

- Enabling legislation that govern employment and the work place
- Knowledge management
- Legislation on cross-cutting issues e.g. disability mainstreaming
- Organization policies, structures, processes, work standards skills and competencies
- Capacity building

## EVIDENCE GUIDE



This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

<p>1. Critical aspects of Competency</p>	<p>Assessment requires evidences that the candidate:</p> <ul style="list-style-type: none"> <li>1.1 Identified different organizational structures.</li> <li>1.2 Highlighted trends in human resource management.</li> <li>1.3 Analysed productivity improvement.</li> <li>1.4 Outlined change management process.</li> <li>1.5 Identified barriers to change management in the work place</li> <li>1.6 Trained for each category database of users</li> <li>1.7 Outlined the process of building high performance.</li> <li>1.8 Developed employee knowledge management.</li> </ul>
<p>2. Resource Implications</p>	<p>The following resources should be provided:</p> <ul style="list-style-type: none"> <li>2.1 Access to relevant workplace where assessment can take place</li> <li>2.2 Appropriately simulated environment where assessment can take place</li> <li>2.3 Materials relevant to the proposed activity or tasks</li> </ul>
<p>3. Method of Assessment</p>	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> <li>3.1 Written questions</li> <li>3.2 Oral questions</li> <li>3.3 Observation</li> <li>3.4 Projects</li> <li>3.5 Review of portfolios</li> <li>3.6 Review of third party workplace reports</li> </ul>
<p>4. Context for Assessment</p>	<p>Assessment may be done in the workplace or in a simulated workplace setting (assessment centers)</p>
<p>5. Guidance information for assessment</p>	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.</p>

## ENFORCE COMPLIANCE WITH LEGISLATIONS

**UNIT CODE:** HRM/OS/BUS/CR/09/6/A

### UNIT DESCRIPTION

This unit specifies the competencies required to enforce compliance with legislations. It involves guiding on enabling and related legislation, initiating development of compliance strategies, providing strategic advice on compliance matters, customizing relevant legislations and aligning operations to comply with the legal requirements.

### ELEMENTS AND PERFORMANCE CRITERIA

<b>ELEMENT</b> These describe the key outcomes which make up workplace function.	<b>PERFORMANCE CRITERIA</b> These are assessable statements which specify the required level of performance for each of the elements. <i><b>Bold and italicized terms are elaborated in the Range</b></i>
1. Guide on enabling and related legislation	1.1 Legislations that require compliance by the organization are identified. 1.2 Interpretation of the legislations is sought from relevant office. 1.3 Brief to organization is prepared and disseminated in line with the SOPs.
2. Initiate development of compliance strategies	2.1 Strategies specific to the compliance requirements are identified. 2.2 Draft tools and mechanisms for compliance are prepared and submitted to the management in line with SOPs. 2.3 Monitor, evaluate and report on the compliance to the legislations in line with the SOPs.
3. Provide strategic advice on compliance matters	3.1 Familiarize with the mandate of the organization 3.2 Organization's compliance requirements are confirmed in line with the SOPs. 3.3 Current status of compliance in the organization established. 3.4 Advice is provided based on the established gaps.

<b>ELEMENT</b> These describe the key outcomes which make up workplace function.	<b>PERFORMANCE CRITERIA</b> These are assessable statements which specify the required level of performance for each of the elements. <i><b>Bold and italicized terms are elaborated in the Range</b></i>
	<p>3.5 <i><b>Complex matters</b></i> related to enabling and related <i><b>legislation</b></i> are resolved or referred in accordance with organisational procedures.</p> <p>3.6 Feedback is obtained on how well the advice/information suits its purpose and audience and is used to recommend further action.</p>
4. Customize relevant legislations	<p>4.1 Legislations that require compliance by the organization are identified.</p> <p>4.2 Familiarize with the organizations policies and procedures.</p> <p>4.3 Identify the policies and procedures related to the legislations for customization.</p> <p>4.4 Modify the organizations policies and procedures to align to legislations.</p>
5. Align operations to comply with the legal requirements	<p>5.1 An audit on operations is carried out in line with the SOPs.</p> <p>5.2 Audit report prepared and recommendations are made to the management.</p> <p>5.3 Modifications of the areas identified are made in line legal requirements.</p> <p>5.4 Monitor, evaluate and report on compliance to the legal requirements in line with the SOPs.</p> <p>5.5 Reviews done, and adjustments made.</p>

**RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

<b>Variable</b>	<b>Range</b>

1. Complex matters include but not limited to:	<ul style="list-style-type: none"> <li>• Conflicting legislation</li> <li>• Unclear or ambiguous guidelines</li> <li>• Use of legal precedents</li> <li>• Regional or national issues</li> <li>• Issues not previously encountered</li> </ul>
2. Legislations include but not limited to:	<ul style="list-style-type: none"> <li>• The Constitution of Kenya</li> <li>• Occupational Safety and Health Act (OSHA)</li> <li>• Employment Act</li> <li>• Labour Institutions Act</li> <li>• Labour Relations Act</li> <li>• Work Injury and Benefits (WIBA) Act</li> <li>• Factories and other places of work Act</li> <li>• Public sector management, financial management</li> <li>• Auditor general</li> <li>• Equal employment opportunity and anti-discrimination</li> <li>• Aspects of common law</li> <li>• Contract law</li> <li>• Administrative law</li> </ul>
3. Strategies include but not limited to:	<ul style="list-style-type: none"> <li>• Public education campaigns</li> <li>• Culture change programs</li> <li>• Redesign of organizational documents</li> <li>• Incentive programs</li> <li>• Web site</li> <li>• Help desk</li> <li>• Staff training</li> <li>• Policy changes</li> <li>• Awareness-raising consultations with client groups</li> </ul>

## REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

### Required Skills

The individual needs to demonstrate the following skills:

- Interpreting legal materials
- Interpersonal
- Communication

- Negotiations
- Critical thinking
- Strategic management

### Required Knowledge

The individual needs to demonstrate knowledge of:

- Enabling legislation that govern employment and the work place
- Legal Documents
- Legislation on cross-cutting issues

### EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical aspects of Competency	<p>Assessment requires evidences that the candidate:</p> <ul style="list-style-type: none"> <li>1.1 Interpreted various legal documents and advised on enabling and related legislation</li> <li>1.2 Developed and implemented voluntary compliance strategies</li> <li>1.3 Provided current legal information that benefitted the client</li> <li>1.4 Developed strategies that are in to government and organization strategies and policies</li> <li>1.5 Provided advice based on current information</li> <li>1.6 Met the specific needs of clients in its range, depth and form of presentation.</li> <li>1.7 Customized relevant legislations</li> </ul>
2. Resource Implications	<p>The following resources should be provided:</p> <ul style="list-style-type: none"> <li>2.1 Access to relevant workplace where assessment can take place</li> <li>2.2 Appropriately simulated environment where assessment can take place</li> <li>2.3 Materials relevant to the proposed activity or tasks</li> </ul>
3. Method of Assessment	<p>Competency may be assessed through:</p> <ul style="list-style-type: none"> <li>3.1 Written questions</li> <li>3.2 Oral questions</li> <li>3.3 Observation</li> </ul>

	<p>3.4 Projects</p> <p>3.5 Review of portfolios</p> <p>3.6 Review of third party workplace reports</p>
4. Context for Assessment	Assessment may be done in the workplace or in a simulated workplace setting (assessment centers)
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

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## MANAGE HUMAN RESOURCE INFORMATION SYSTEM (HRIS)

UNIT CODE: HRM/OS/BUS/CR/10/6/A

### UNIT DESCRIPTION

This unit specifies the competencies required to create and manage Human Resource Information System (HRIS). It involves creating human resource data base, automating the human resource processes, training employees on self-service information systems, maintaining the Human Resource Information Systems (HRIS) and review system features

### ELEMENTS AND PERFORMANCE CRITERIA

<b>ELEMENT</b> These describe the key outcomes which make up workplace function.	<b>PERFORMANCE CRITERIA</b> These are assessable statements which specify the required level of performance for each of the elements. <i><b>Bold and italicized terms are elaborated in the Range</b></i>
1. Create a human resource data base	1.1 The needs of an organization for a human resource data-base are identified. 1.2 The functionality of the data base is determined according to organizations needs. 1.3 The components of the data based are determined. 1.4 Software that meets the needs of the organization is sourced for and procured based on organizations procedures. 1.5 Human resource data to be uploading in the data-base is identified. 1.6 Human resource data is uploaded.
2. Automate the human resource processes	2.1 <i><b>Human resource processes</b></i> identified. 2.2 Identified processes documented. 2.3 Documented processes converted from manual to electronic.
3. Train employees on self-service information systems	3.1 Users of the HRIS and their roles are identified. 3.2 Training manuals developed in line with the SOPs 3.3 Training for each category of users is done in line with SOPs.

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	3.4 Monitoring, evaluation and reporting on the HRIS is done.
4. Maintain the Human Resource Information Systems (HRIS)	4.1 Familiarize with Human Resource Information Systems (HRIS). 4.2 Update the human resource data in the system. 4.3 Data cleansing undertaken periodically in line with SOPs.
5. Review system features	5.1 Feedback from the users is received 5.2 System features are appraised based on organization procedures 5.3 Adjustment to the system are done in line with the organizations policies

## **RANGE**

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

<b>Variable</b>	<b>Range</b>
1. Human resource processes May include but not limited to:	<ul style="list-style-type: none"> <li>● Human resource planning (recruitment, selecting, hiring, training, induction, orientation, evaluation, promotion and layoff).</li> <li>● Employee remuneration and benefits administration.</li> <li>● Performance management.</li> <li>● Employee relations.</li> <li>● Talent Development and knowledge management.</li> <li>● Organization Design.</li> <li>● Compensation and Benefits.</li> </ul>



	<ul style="list-style-type: none"> <li>• Training and Development</li> <li>• Leadership Development</li> </ul>
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## REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

### Required Skills

The individual needs to demonstrate the following skills:

- Communication
- Data analysis and presentation
- Listening
- Problem solving
- Time management
- Decision making
- Emotional intelligence
- Interpersonal relations
- Crisis management
- Analytical skills
- Public relations
- Negotiation
- Computer
- SOP
- Operations of the organization
- Emerging issues
- Record management
- Reading

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### Required Knowledge

The individual needs to demonstrate knowledge and understanding of:

- Work place functions and procedures
- Human resource procedures and manuals
- Human resource procedures and manuals
- Data base creation and management
- Work planning and documentation
- Problem solving process

- Legislations, policies and regulations
- Communication processes
- Automation
- Maintaining and reviewing of Information systems
- Statistics
- Communication
- Data base operations
- System analysis
- Capacity building
- ICT
- Emotional intelligence
- Interpersonal relations

### EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical aspects of Competency	<p>Assessment requires evidences that the candidate:</p> <ul style="list-style-type: none"> <li>1.1 Identified the human resource data-base needs of the organizations.</li> <li>1.2 Identified and select the software that meets the needs of the organization.</li> <li>1.3 Uploaded human resource data in the data-base.</li> <li>1.4 Converted documented processes from manual to electronic.</li> <li>1.5 Trained each category of users to use the database</li> <li>1.6 Monitored, evaluated and reported on the HRIS</li> <li>1.7 Updated the human resource data in the system</li> <li>1.8 Appraised the human resource information system</li> </ul>
2. Resource implications	<p>The following resources <b>MUST</b> be provided:</p> <ul style="list-style-type: none"> <li>2.1 Access to relevant workplace where assessment can take place</li> <li>2.2 Appropriately simulated environment where assessment can take place</li> <li>2.3 Materials relevant to the proposed activity or tasks</li> </ul>

3. Method of assessment	Competency may be assessed through: 3.1 Written questions 3.2 Oral questions 3.3 Observation 3.4 Projects 3.5 Review of portfolios 3.6 Review of third party workplace reports
4. Context for assessment	Assessment may be done in the workplace or in a simulated workplace setting (assessment centers)
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

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## UNDERTAKE EMPLOYEE SEPARATION

**UNIT CODE:** HRM/OS/BUS/CR/011/6/A

### UNIT DESCRIPTION

This unit specifies the competencies required to undertake employee separation from an organization. It includes identify ingemployees exiting the service, processing employees benefits and claims and conducting exit interviews.

### ELEMENTS AND PERFORMANCE CRITERIA

<b>ELEMENT</b> These describe the key outcomes which make up workplace function.	<b>PERFORMANCE CRITERIA</b> These are assessable statements which specify the required level of performance for each of the elements. <i><b>Bold and italicized terms are elaborated in the Range</b></i>
1. Identify employees exiting the service	1.1 Familiarize with the <i>types of separation</i> from organizations terms of service for each employee. 1.2 Familiarize with the terms of service for each employee. 1.3 Determine the employees whose terms of employments are coming to an end according to organization records. 1.4 Employees opting to exiting the service are documented as per the organization policies. 1.5 Notices of exit issued to the identified employees as per the organization procedures. 1.6 Document those who have exited due to <i>natural causes</i> 1.7 Reports prepare reports as per the organization policies.
2. Process employees benefits and claims	2.1 <i>Retirement documents</i> are received from the employees issued with notices in line with work place policies. 2.2 Pension forms are filled as per the work place polices.

<b>ELEMENT</b> These describe the key outcomes which make up workplace function.	<b>PERFORMANCE CRITERIA</b> These are assessable statements which specify the required level of performance for each of the elements. <i><b>Bold and italicized terms are elaborated in the Range</b></i>
	2.3 Documents are submitted to the pension scheme administrators as per the SOPs. 2.4 Termination letters are issued as per the SOPs. 2.5 Retirement documents are received from the next of kin of employees who exited due to natural causes as per the SOPs. 2.6 Pension forms are filled as per the SOPs. 2.7 Documents are submitted to the pension scheme administrators as per the SOPs. 2.8 Pension benefits and claims are paid as per the organization procedures.
3. Conduct exit interviews	3.1 Types of <i><b>exit interview</b></i> are identified as per the SOPs. 3.2 Importance of exit interviews is highlighted as per the SOPs. 3.3 Separation tools are developed according to organization procedures. 3.4 Exit interviews are carried out as per the organization procedures. 3.5 Exit interviews data are analysed as per the organization policies. 3.6 Exit interview reports are prepared as per the organization procedures. 3.7 Exit interviews outcomes are utilized based on the organization policies.

## RANGE

This section provides work environments and conditions to which the performance criteria apply. It allows for different work environments and situations that will affect performance.

<b>Variable</b>	<b>Range</b>
1. Types of separation may include but not limited to:	<ul style="list-style-type: none"> <li>● Retirement (Compulsory and voluntary)</li> <li>● Resignation</li> <li>● Layoffs</li> </ul>

Variable	Range
	<ul style="list-style-type: none"> <li>• Retrenchment</li> <li>• Dismissals</li> <li>• Medical separation</li> </ul>
2. Natural causes may include but not limited to:	<ul style="list-style-type: none"> <li>• Death</li> <li>• Sickness</li> <li>• Disability</li> </ul>
3. Exit interviews may include but not limited to:	<ul style="list-style-type: none"> <li>• Retirement (Compulsory and voluntary)</li> <li>• Resignation</li> <li>• Layoffs</li> </ul>
4. Retirement documents may include but not limited to:	<ul style="list-style-type: none"> <li>• Identification</li> <li>• Employment contract</li> <li>• Bank details</li> <li>• Next of kin</li> </ul>

## REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit of competency.

### Required Skills

The individual needs to demonstrate the following skills:

- Interpersonal relations
- Negotiation
- Computer application
- Report writing skills
- Interviewing techniques
- Communication

### Required Knowledge

The individual needs to demonstrate knowledge of:

- Employment related legislations
- Terms and conditions of employment
- Different types of termination of employment
- Communication

## EVIDENCE GUIDE

This provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge and range.

1. Critical aspects of Competency	Assessment requires evidences that the candidate: 1.1 Filled pension forms. 1.2 Conduct exit interviews according 1.3 Kept exit records for auditing purposes. 1.4 Processed payments
2. Resource Implications for competence certification	The following resources <b>MUST</b> be provided: 2.1 Access to relevant workplace where assessment can take place 2.2 Appropriately simulated environment where assessment can take place 2.3 Materials relevant to the proposed activity or tasks.
3. Method of assessment	Competency may be assessed through: 3.1 Written questions 3.2 Oral questions 3.3 Observation 3.4 Projects 3.5 Review of portfolios 3.6 Third party workplace reports
4. Context for assessment	Assessment may be done in the workplace or in a simulated workplace setting (assessment centers).
5. Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.